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CHICAGO'S 1960 ARCHITECTURAL AWARD WINNERS

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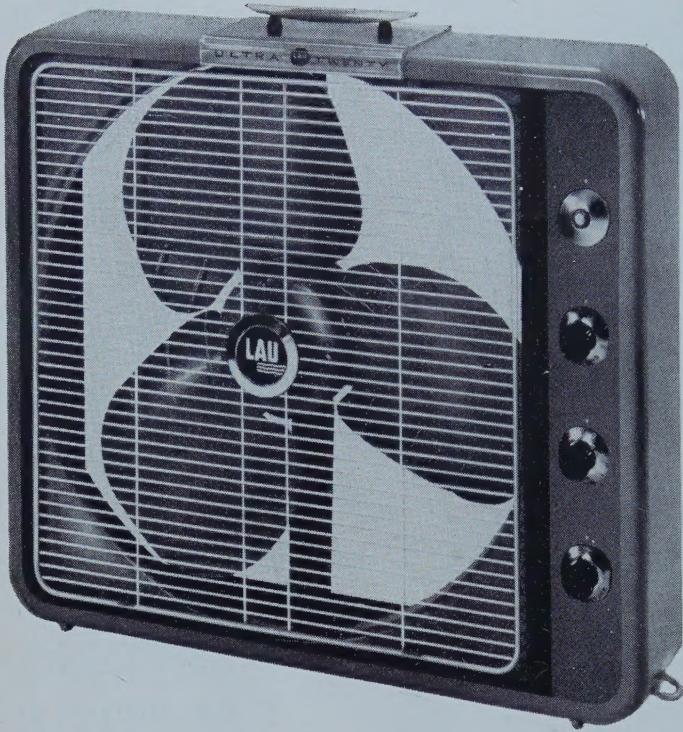
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Don't Keep It, Throw It Away — Page 21

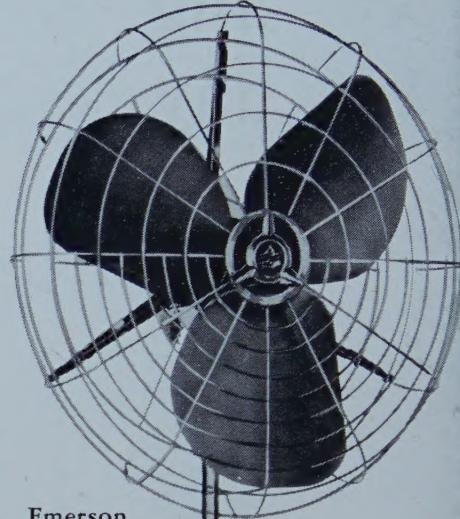
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The results can be startling. With your funds clearing faster, your average daily balance increases as much as *2½ times* your daily sales. Last year one of our customers added \$73,000 to his working cash by adopting this service. Another larger firm added over 2 million.

If you'd like to learn more about the Harris Lockbox Service, drop us a line. Faster available cash is something of a specialty here, along with a tradition of personal service.

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New Home for a great tradition

This is the enlarged Harris Bank Building at Clark and Monroe Streets, with the 23-story addition soon to be completed. Here in Chicago's newest large banking home, the Harris tradition of personal service continues.

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Who reads CHICAGO'S AMERICAN?



"I do," says Judge B. Fain Tucker



"As a Circuit Court Judge I am a very busy woman. I want an impartial and reliable newspaper and I particularly want it to be easy to read in a hurry. That's why I like CHICAGO'S AMERICAN. The news coverage is complete, yet concise and right to the point.

"As a woman, I am naturally interested in foods and fashions. The AMERICAN fills the bill here, too, with up-to-the-minute features by Jean Cameron and Mary Martensen.

"Read the AMERICAN? Indeed I do!"

Judge B. Fain Tucker has served as a Judge of the Cook County Circuit Court for 6 years. A graduate of the University of Chicago Law School, she is one of the few woman circuit court judges in the United States.

CHICAGO'S AMERICAN

Wholly owned subsidiary of the Tribune Company, Chicago, Illinois

Commerce

CHICAGOLAND

VOICE

OF BUSINESS

Volume 57

Number 4

May, 1960

In This Issue

Metropolitan Chicago's busiest executives can always find time to extend a helping hand to young people. George MacKnight's account of the annual Student Science Fair starting on page 15 carries an impressive list of names of men who have given unstintingly of their time to encourage embryonic scientists in the Chicago Public Schools.

* * *

In "The Care and Feeding of Computers" by John R. Evans on page 17, the author proves that contrary to generally held opinion, the "big brains" do not and cannot replace people and that most jobs in the computer field can be filled by any company from the ranks of present employees.

* * *

Emmett Leahy, who has made a career of showing businessmen how to save money with his unique records keeping systems, is the author of "Don't Keep It—Throw It Away" on page 21. Leahy, who opened archives to serve Chicago business in February, divides his time between New York, Miami and this area. He says of Chicago: "The imagination and drive of Chicago financial, business and industrial organizations is without equal anywhere else in the world."

* * *

The author of "Resolving Management Conflicts," page 23, Dr. Daniel D. Howard, founded Daniel D. Howard Associates, Psychological Consultants to Management. The firm offers the specialized skills, knowledge and training of the business-experienced psychologist to management. More than 200 clients have used the services of the firm in selecting new employees, assessing existing employees and in developing supervisors and key personnel.

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put a copy on your desk for study.



EYE ON CHICAGOLAND

Thomas H. Coulter

Dear Member:

For the first time in American history there is an imperative need for more U.S. exports to equalize the international balance of payments. Fortunately...never before have export opportunities been so favorable with boom conditions and plant expansion at peak levels in more industrial nations...and a great demand for capital goods in the less developed nations. While it is true that some American products have been priced out of some markets...the vast majority of American production is still competitive and preferred on the basis of quality and performance.

The State Department has been successful in reducing trade barriers discriminating against U.S. products and the Commerce Department is greatly strengthening its organization and services to help American exporters. In spite of talk about competition...the U.S.A. is still the biggest trading nation in the world in terms of both imports and exports and can greatly strengthen its position if more companies will pay attention to new and developing opportunities for exports. Reductions of trade barriers and availability of exchange have sharply increased demands for American products in overseas markets in recent months.

To encourage Chicago Area manufacturers to become interested in export markets...this Association will have the central exhibit in the U.S.A. Pavilion at the Vienna International Trade Fair in September and is sponsoring a World Trade Mission Flight in a chartered plane to the principal trade centers of Europe this autumn.

You are urged to participate in this program for three reasons...First you can add new and profitable sales volume to your business...Second you will help the commercial, industrial and port development of Chicago...THIRD there is great need in the interest of the security of our nation to bring our international exchange transactions into balance because last year we were over \$4 billion in the red and losing our gold reserves.

An excellent way to take the first step in entering international trade is to advertise in the Association's new World Trade Guide...which offers full page advertisers without additional charge pictorial display of their products at the Vienna International Trade Fair.

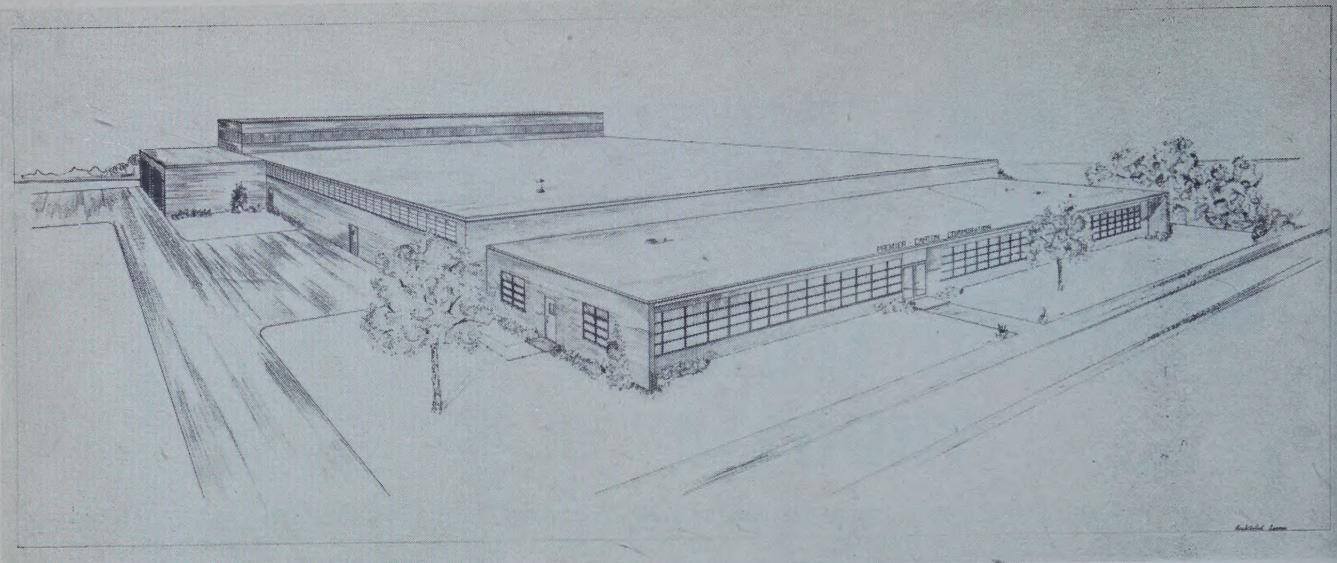
This program is designed...with little effort on your part...to enable you to test the international market for your products.

Included in this issue of COMMERCE are registration forms for the exclusive trade buyers sessions at the Chicago International Trade Fair. You are urged to have key executives and salesmen attend. Also...please note on your calendar that the Chicago World Marketing Conference will be held June 27 and 28 at the Morrison Hotel.

Sincerely,

Thomas H. Coulter

Chief Executive Officer, The Chicago Association of Commerce and Industry



Rendering of New Plant now under Construction for Premier Carton Corporation

Eleven New Plants now Located in Clearing's Franklin-Mannheim District

Franklin Avenue west of Mannheim Road

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How's Business

CHICAGO METROPOLITAN AREA REPORT



STEEL production in Metropolitan Chicago in March reached 4,209,600 net tons, the highest output for any month in the history of steel making in Metropolitan Chicago, or in any metropolitan area. Steel plants operated at 97 per cent of capacity. For the first quarter of this year, 6,478,000 tons of steel were produced, which is an 11 per cent increase over the 5,844,700 tons produced in the same period last year.

Industrial activity in Metropolitan Chicago, as reflected by the Index of Industrial Production, dipped in March to a preliminary figure

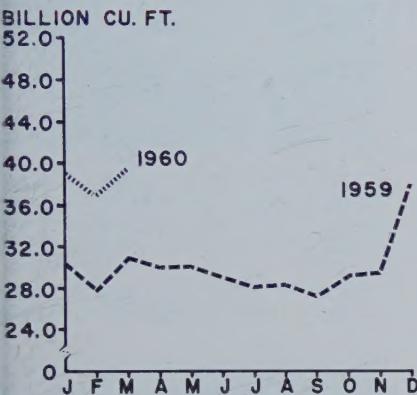
of 138.0 (1947-49=100) from an all time monthly record high in January of 140.5 and a February index of 139.7. Industrial gas consumed in Chicago showed a drop of 15 per cent compared with March, 1959. Electric power production, however, showed an increase of 10 per cent from the year ago level. The index for Dressed Meat Production continued downward in March to 60.0 (1953=100), a decrease of 24 per cent from March 1959.

Department Store Sales during March in Metropolitan Chicago were up 2.5 per cent over a year ago on a seasonally adjusted basis. The Chicago Consumer Price Index advanced 0.1 per cent from February to March. The March Index was 129.2 (1947-49=100), 1.6 per cent above the year ago level.

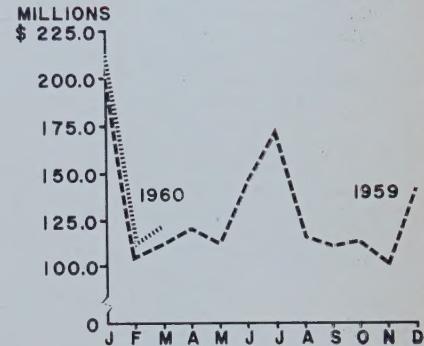
Of a total civilian labor force of 2,983,200 persons in the eight county Metropolitan Chicago area in March, 2,842,800 were employed, an increase of nearly one per cent over March 1959. Unemployment in March stood at 139,300 persons which compares with 201,500 in March a year ago, a 31 per cent decrease.

Home Building in Metropolitan Chicago in March dropped sharply below last year, with 2057 home per-

NATURAL GAS BY PIPELINE



SAVINGS RECEIPTS Insured Savings & Loan Ass'n's



POPULATION AND GENERAL GROWTH TRENDS:

	March	1960	Feb.	Jan.	1959	8/60 vs 3/59 % Change		Cumulative—3 months	% Change From 1959
					March		1960		
Population—Chicago (000) Estimated	3,810.2	3,808.2	3,806.3	3,786.5	+ 0.6	LM	3,810.2	+ 0.6	
—Metr. Area (000) Estimated	6,872.9	6,861.5	6,851.2	6,738.6	+ 2.0	LM	6,872.9	+ 2.0	
Recorded Births:									
—Chicago	7,896	7,384	7,765	8,384	- 5.8	T	23,045	- 1.5	
—Metr. Area (6 Ill. Counties)	12,598	11,628	12,174	13,135	- 4.1	T	36,400	- 0.9	
Recorded Deaths:									
—Chicago	3,413	3,486	4,077	3,461	- 1.4	T	10,976	+ 8.2	
—Metr. Area (6 Ill. Counties)	5,157	5,342	6,004	5,206	- 1.0	T	16,503	+ 7.7	
Marriage Licenses (Cook County)	2,287	2,819	2,917	2,578	- 11.3	T	8,023	+ 3.0	
Total Water Pumpage:									
(000,000 Gal.) Chicago	29,478	27,270	28,773	28,976	+ 1.7	T	85,521	+ 0.3	
No. of Main Tel. in Service (Ill. Bell) (000)									
—Business Telephones	324.5	323.0	322.1	313.8	+ 3.4	LM	324.5	+ 3.4	
—Residential Telephones	1,694.6	1,688.7	1,683.5	1,632.9	+ 3.8	LM	1,694.6	+ 3.8	

INDUSTRY:

Index of Ind. Prod. (1947-49=100)	138.0p	139.7	140.5	134.3	+ 2.8	A	139.4p	+ 6.7
Steel Production (000 Tons)	2,209.6	2,084.2	2,184.2	2,160.0	+ 2.3	T	6,478.0	+ 10.8
Petroleum Refining (Jan. 1957=100)	N.A.	101.0	110.2	106.9	N.A.	Ax	105.6	- 1.6
Ind. Gas Consumed—Chgo. (000 Therms)	16,672	16,581	16,190	19,647	- 15.1	T	49,443	- 12.4
Electric Power Prod. (000,000 K.W.H.)	2,131	2,022	2,135	1,946	+ 9.5	T	6,288	+ 9.0
Dressed Meat Und. Fed. Insp. (1953=100)	60.0	61.3	60.3	79.1	- 24.1	A	60.5	- 25.1

TRADE:

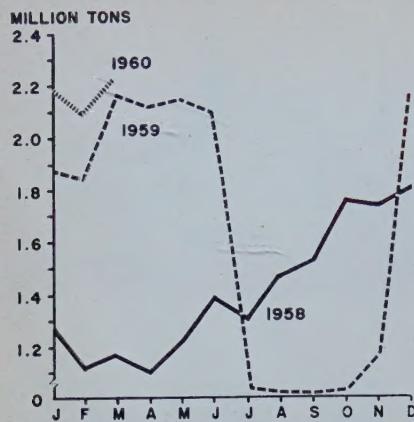
Dept. Store Indexes (1947-49=100)								
—Sales (Unadjusted)	102	91	99	105	- 2.9	A	97	0.0
—Sales (Seasonally Adjusted)	124	115	120	121	+ 2.5	A	120	+ 2.6
—Inventories (Unadjusted)	N.A.	136	130	132	N.A.	Ax	133	+ 6.4
—Inventories (Seasonally Adjusted)	N.A.	144	140	132	N.A.	Ax	142	+ 6.8

Retailer's Occupation Tax Collections (Municipal Tax Excluded) (000)								
—Chicago	N.A.	\$ 9,685	\$ 12,614	\$ 7,937	N.A.	Tx	\$ 22,299	+ 17.9
—Chicago Metr. Area (6 Ill. Counties)	N.A.	\$ 16,064	\$ 20,811	\$ 15,162	N.A.	Tx	\$ 36,875	+ 5.2

All Items—Chicago	129.2	129.1	128.9	127.2	+ 1.6	A	129.1	+ 1.6
New Passenger Cars—No. of (R. L. Polk)	N.A.	24,481	24,260	27,756	N.A.	Tx	48,741	+ 17.7

T=Total of 3 months. Tx=Total of 2 months. A=Average of 3 Months. Ax=Average of 2 months. LM=Latest Month. p=Preliminary. N.A.=Not Available. *Indicates residential vacancy rate. r=Revised.

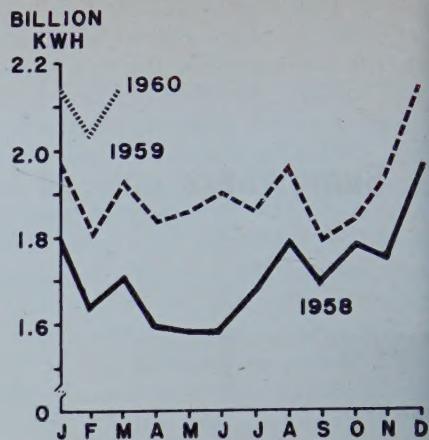
STEEL PRODUCTION



mits issued, a decrease of 40 per cent over the year ago level. Apartment construction also declined from 1,045 in March 1959 to 998 permits in March 1960, a five per cent drop. Industrial plant investment in Metropolitan Chicago in March amounted to \$37,362,000 which brought the first quarter's total to \$72,369,000 an increase of 73 per cent over the first quarter of 1959.

Checkbook spending in March, reflected by average bank debits to demand deposits, averaged \$797,128,000 a day, two per cent above a year ago.

ELECTRIC POWER PRODUCTION



EMPLOYMENT:

Total Labor Force (000) (8 counties)	2,983.2	2,987.2	2,987.8	3,027.7	- 1.5	A	2,986.1	- 1.2
-Employed (000)	2,843.9	2,842.4	2,847.3	2,826.2	+ 0.6	A	2,844.5	+ 1.4
--Non-Agric. Wage and Salary Workers (000)	2,553.5	2,547.9	2,554.2	2,530.7	+ 0.9	A	2,551.9	+ 1.6
-Manufacturing (000)	980.4	983.0	980.2	964.4	+ 1.7	A	981.2	+ 2.9
-Durable (000)	649.4	653.1	649.8	632.3	+ 2.7	A	650.8	+ 4.7
-Non-Durable (000)	331.0	329.9	330.4	332.1	- 0.3	A	330.4	- 0.3
-Non-Manufacturing (000)	1,573.1	1,564.9	1,574.0	1,566.3	+ 0.4	A	1,570.7	+ 0.8
-Unemployed (000)	139.3	144.8	140.5	201.5	-30.9	A	141.5	-34.8
Insured Unemployment Cook and DuPage Counties (000)	50.0	50.3	48.1	67.8	-26.3	A	49.5	-32.3
Families on Relief (Cook County)	37,281	35,671	35,475	38,283	- 2.6	A	36,110	+ 0.2

(Continued on page 104)

T=Total of 3 months. Tx=Total of 2 months. A=Average of 3 Months. Ax=Average of 2 months. LM=Latest Month. p=Preliminary. N.A.=Not Available. *Indicates residential vacancy rate. r=Revised.

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Somewhere east of Laramie,

on one of Wyoming's plains, you'll find the strangest government housing project ever built. Six concrete and steel buildings are being constructed to house Atlas missiles. The site is one of the operational intercontinental missile bases to be operated by the Strategic Air Command. This base is being constructed on the surface. Others will burrow deep into the earth.

Generally, the missiles are all you ever hear or read about. Actually, they're only a small part of the missile program. Most of the manpower and material go into ground support equipment. There are over 11,000 tons of steel and over 48,000 tons of concrete aggregate, blocks and cement in the six launching service buildings at this site alone.

United States Steel can supply virtually all of the material for a missile program — carbon steel, high-strength low-alloy steel, ultra-high-strength alloy steels, Stainless Steel, steel fence, electrical cable, cement and wire rope.

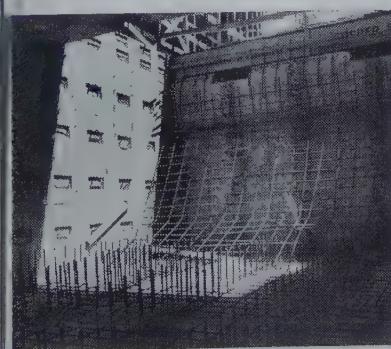
The success of our whole missile program depends upon these materials.



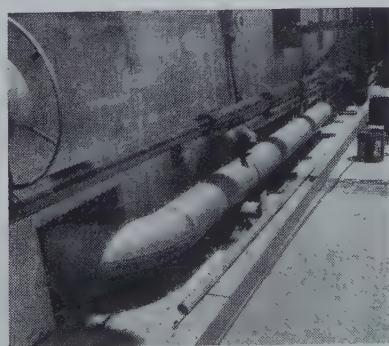
The U. S. Army Corps of Engineers is constructing this operational intercontinental missile base in Wyoming. In front of the partially completed Launch and Service Buildings are Col. Sidney T. Martin, in charge of construction, and Maurice K. Graber, a construction engineer for the Corps.



The Atlas is powered by a cluster of liquid propellant rocket engines that burn liquid oxygen and RP-1, a kerosene-like hydrocarbon fuel. 192 pressure tanks fabricated from alloy or Stainless Steel plate at this site store liquid and gases—liquid oxygen and nitrogen and helium gases which are used to inject the fuels into the missiles.



This is the inside of the blast pit of one of the launcher buildings. In all six of these buildings there are 1,040 tons of structural steel, 1,950 tons of reinforcing steel, over 48,000 tons of concrete aggregate, blocks and cement, and 8,040 tons of mechanical steel items.



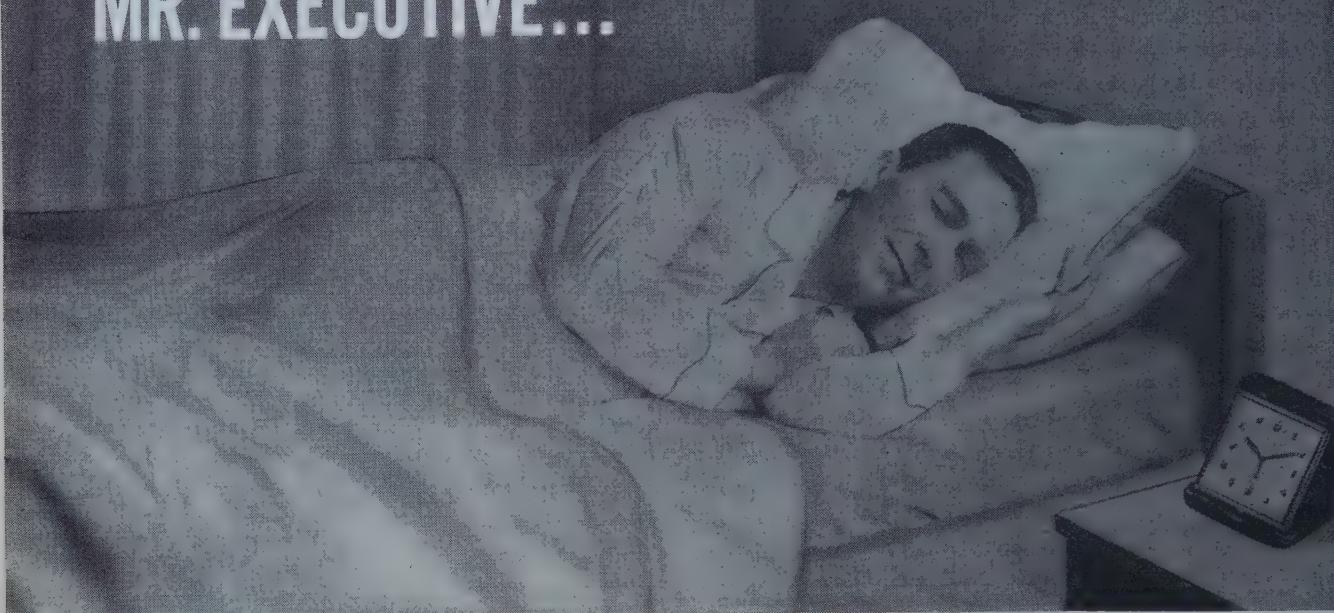
Fuel lines and process piping are Stainless Steel and operate at pressures up to 15,000 psi. The pipes are kept almost surgically clean to prevent contamination of fuel and subsequent malfunction. Vapor degreasing and chemical cleaning processes are used on the pipes.



United States Steel

TRADEMARK

SLEEP WELL, MR. EXECUTIVE...



...there's a **KANE** Guard at your plant!



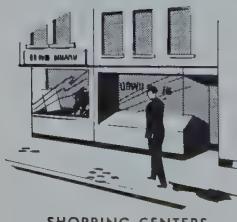
CONVENTIONS



PLANTS AND WAREHOUSES



CONSTRUCTION PROJECTS



SHOPPING CENTERS



While you dream, a supervising Kane officer will check in at your plant to see that your Kane Guard is following your instructions to the letter. No danger of a single, isolated man being responsible for all your property.

While your alarm clock ticks the night away, the uniformed and carefully trained Kane Guard is alert to any sound that might signal danger to your plant.

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editor's page

To Promote Commerce

As part of a broad program to promote two-way world trade, the Chicago Association of Commerce and Industry is launching a new publication — The CHICAGO WORLD TRADE GUIDE. The Guide will list firms in Metropolitan Chicago by the commodities they handle and the services they perform in international trade. Included will be exporters, importers, world trade agents, transportation agencies, export packers, financial institutions and other agencies servicing international commerce.

Twenty-five thousand copies of the Guide will be distributed by the Association throughout the world. They will be sent to key foreign government and business offices and to U. S. embassies and consular offices. American chambers of commerce, overseas chambers of commerce, trade associations, foreign government trade promotion agencies, and leading manufacturing, mercantile and financial firms engaged in world trade will also receive copies. Five thousand additional copies will be distributed to firms engaged in foreign trade or allied services in the 16 state Chicago Tributary Area.

It is the Association's purpose to make this directory of Chicago companies engaged in world trade as complete as possible, so that it will have maximum usefulness to recipients wishing to do business with Chicago firms. In keeping with this policy, no charge will be made for listings. Listings are open to all companies in foreign commerce. A questionnaire has been prepared and sent to all members of the Association. If your firm is engaged in international trade, we urge you to fill in and return your questionnaire if you have not already done so. Companies needing questionnaires may obtain them by writing or phoning the Publications Division of the Association.

If your firm is engaged in exporting or importing, or in allied services, be sure it is listed in this important new publication, which will promote international business for Metropolitan Chicago companies and publicize the port of Chicago as the great midwestern market's gateway to two-way world trade.

Building A New Chicago

More and more visitors to Chicago remark on the breadth and depth of the progress being made in the city's urban renewal. Some cities have had extensive commercial building, others have emphasized housing and still others public works. Urban renewal here, however, has embraced every type of redevelopment, including one in which Chicago is unique.

The unique aspect of Chicago's program has been the rooting out of slum housing in areas unsuited to residential use and redevelopment as industrial sites. One hundred sixty-two acres on the near west side of Chicago have been or are being cleared of slum dwellings to make way for modern industrial plants with adequate parking and loading facilities and excellent access to transportation.

Looking back a scant ten years, progress on all fronts can best be described as fabulous. The lakefront from the far south side almost to the northern limit of the city has become practically a solid bank of fine high rise apartments. The central business district literally is being transformed. Old properties are being demolished and some of the nation's finest office buildings, hotels and motels have been erected. The pace of this redevelopment is quickening progressively. Wacker Drive, destined to become one of the most beautiful thoroughfares in the country, is becoming the insurance capital of the midwest. Around the periphery of the central area a concerted effort is under way to convert sound loft buildings to new uses. Unsound buildings are being demolished to provide parking and loading spaces.

In neighborhood rejuvenation and conservation, Chicago is recognized as a national leader. The Lake Meadows project is an outstanding example of public slum clearance and private redevelopment. The programs and techniques worked out for redevelopment of the Hyde Park-Kenwood area have drawn national attention.

In public works the city has made, and is making, giant strides. These improvements range from modern street lighting and publicly owned privately operated parking garages financed with revenue bonds to the vast water filtration plant still under construction north of Navy Pier. They include also a wholly new port at Lake Calumet and multimillion dollar improvements to Navy Pier. Development of institutional facilities, such as schools and hospitals for the people's service, has outpaced the growth in need. The long dreamed of superhighway network is rapidly nearing realization.

It would have taken a rash person, indeed, to predict in 1950 what actually has been accomplished in the brief space of 10 years. Much remains to be done, of course, but progress achieved and groundwork laid assures even greater strides in the current decade. Chicago truly is being remade. And this time the job is being done on the basis of sound community planning.

A large, stylized signature of the name "Alan Sturdy" in black ink. The signature is fluid and cursive, with a prominent "A" at the beginning and a "V" at the end.

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CENTRAL 6-1855



- **More Beds Needed** — The nation's supply of hospital beds will have to be tripled by 1985 if the growing health needs of the population are to be met, according to Thomas G. Murdough, president, American Hospital Supply Corporation, Evanston. Estimate of demand takes into account only population growth, elimination of the present backlog of needs and replacement of obsolete facilities. In addition, Murdough said the 4,831,000 beds needed are almost twice as many as the past decade's building pace would produce by 1985.

- **New Chicago Office Building** — United States Gypsum Co. through Hogan & Farwell, Inc. has acquired properties for an office building site fronting 198.2 feet on Wacker Drive and 150.5 feet on Monroe Street. General offices of the company have been located at 300 W. Adams street for the past 30 years.

- **Savings Growth Rate Up** — The savings growth of the savings and loan business thus far in 1960 is running ahead of the record rate of growth set in 1959, according to W. O. DuVall, president of the United States Savings and Loan League. There was a 13 per cent rise in savings in the first quarter of 1960 over the first quarter of last year, he said.

- **Directors' Fees Rise** — Directors' fees have shown a slight increase during the past two years, according to a National Industrial Conference Board survey which indicates that about one in six companies has increased the per meeting fee paid to directors. However, \$100 remains the most common fee paid.

- **States Collect on Out-of-state Sales** — State governments are moving rapidly to collect use taxes from

sellers out-of-state under recent approval of the U. S. Supreme Court, according to Commerce Clearing House. The high court ruling appears to mark out more clearly than ever before that aggressive marketing in a sales tax state will bring liability for use taxes in any transaction not involving a sales tax, the CCH report said. Now interstate firms which sell locally through independent jobbers may be required to collect and remit use tax. Use taxes are levied at the same rates as sales taxes in 33 states and the District of Columbia.

- **Corporate Philanthropies Reach New High** — Corporate support of American philanthropies reached a high of \$526 million in 1959 and is expected to increase in 1960, according to the American Association of Fund-Raising Counsel, Inc. Corporate support of education has risen from \$9,432,625 (11.7 per cent of all corporate giving) in 1954-55 to \$98,456,255 (13.1 per cent) in 1958-59, according to the Council for Financial Aid to Education.

- **Inflation and Taxes** — The \$12,000-a-year man of 1960 is left with the purchasing power of the \$5,000-a-year man of 1939 after taxes and inflation have taken their share of his earnings, the National Industrial Conference Board reports. In 1939, the husband and father of two with a gross salary of \$5,000 had \$4,941 to spend after taxes. Today, his counterpart must earn \$12,307 to net the same amount. He has forfeited \$5,489 to inflation and paid \$1,877 in federal income and social security taxes.

- **Corporate Name Changes** — No less than 95 companies with shares listed on the New York Stock Exchange have changed their corporate names in the last four years, The Ex-

change Magazine reports. At least one among them had three different names. The changes were made to reflect mergers or acquisitions, or merely for simplification. The threecited company is former Magic Chef, Inc., which in 1957 became Magic Chef-Food Giant Markets, Inc. The following year the company became Food Giant Markets, Inc.

Bank Mergers and Branches—the trend toward bank mergers, consolidations and branches continued during 1959, according to the 1960 edition of the Rand McNally International Banker's Directory. At year's end there were 14,070 banks and 10,141 bank branches—fewer banks than a year earlier, but 584 more branches. While a substantial number of new banks opened, this was more than offset by the continuing merger trend.

Travel—Biggest U. S. Import—Americans now spend more money on foreign travel than on foreign automobiles, foreign textiles and foreign newsprint put together. Preliminary figures disclose that 1,465,000 Americans travelled overseas in 1959, an increase of 4.7 per cent over 1958 and they spent \$2,347,000,000, a rise of 9.6 per cent, according to the American Society of Travel Agents. The trend is likely to continue in 1960. It is not unreasonable to project an increase of \$33 million spent in travel overseas, an increase of slightly less than 10 per cent, according to William D. Matteson in his annual report to the travel industry.

Expands Basic European Research—United States Rubber Company has announced an expanded program of basic research in Europe providing for additional financial support of universities and increased contact with European scientific and engineering research activities. Seven universities in six countries are already receiving grants through the company's program and more universities will benefit under the expanded program.

More Jet Service—Continental Airlines will boost its Golden Jet Boeing 707 schedules between Chicago and Los Angeles during May to eight round trips a day, an increase

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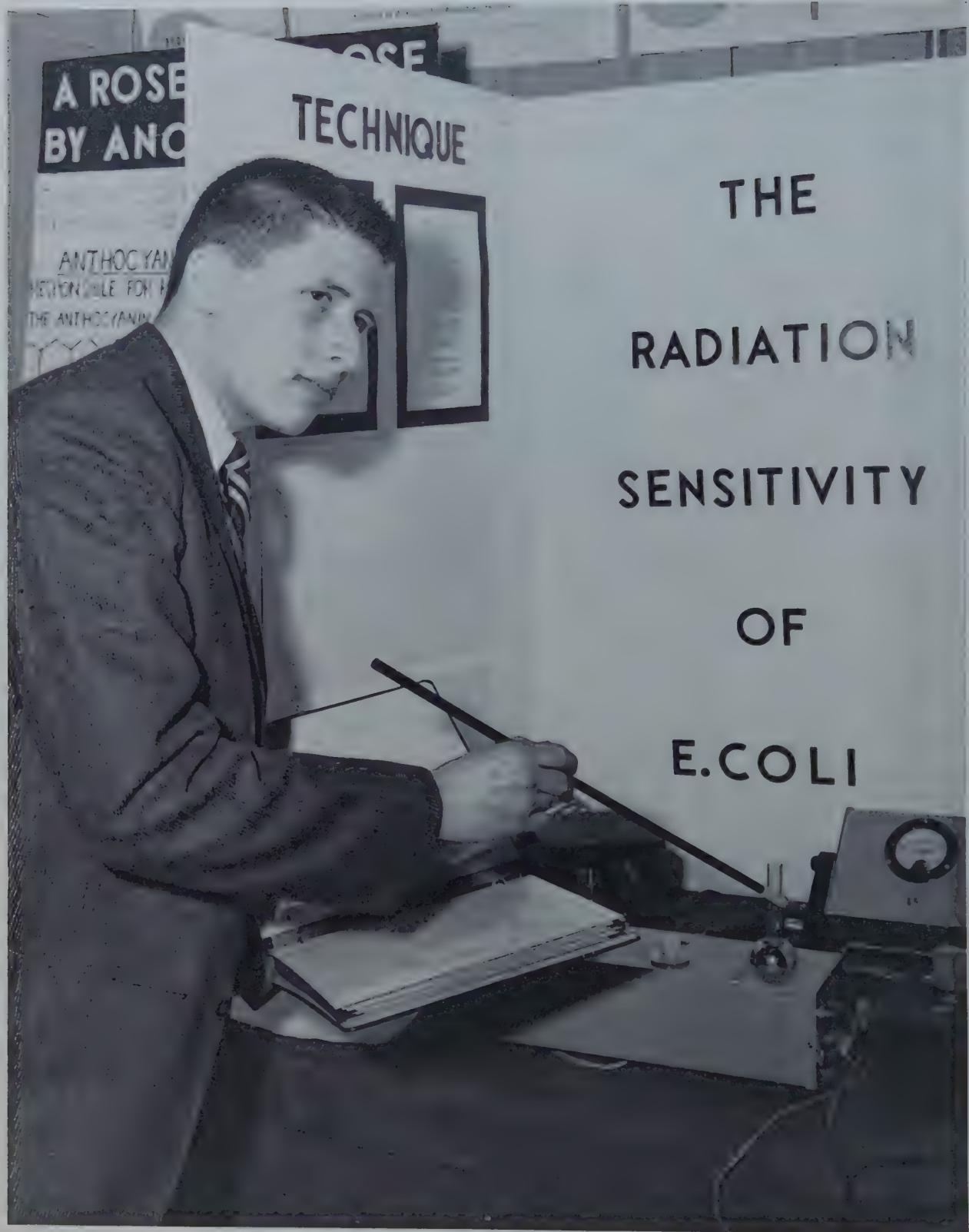
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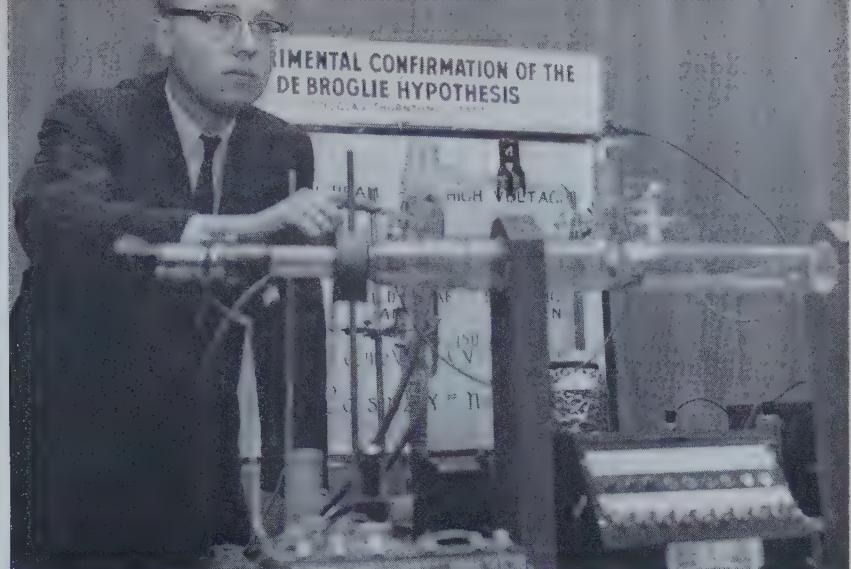
(Continued on page 102)



Barry Dworkin, Amundsen High School junior, won top award in 10th Annual Chicago Public Schools Science Fair for experiment showing vulnerability of bacterial cells to X-rays

By

GEORGE MACKNIGHT



Taft High School senior Douglas Thornton won second place for his project designed to prove radical new theory concerning nature of atomic particles

How Executives Encourage Embryonic Scientists

Student Science Fair backed by business leaders

IT'S axiomatic that only the busiest men can find time to get things done. A case in point — the Annual Chicago Public Schools Student Science Fair which drew more than 50,000 spectators to see the 232 best school laboratory projects at the Museum of Science and Industry during its four-day run ending April 10 this year. Each year, for ten years, the spotlight, as it should be, has been on juvenile genius in the fields of biology, chemistry, electronics, general science, mathematics and physics.

But working quietly behind the scenes are some of Chicago's most respected and busiest commercial

and industrial leaders who give generously of time and talent to encourage budding scientists in many ways, not the least of which is the annual raising of funds from business and industry to pay for staging the fair. There is close liaison be-

tween these business leaders, the Board of Education of the City of Chicago, universities of the area and museum officials.

It's a year-around labor of love for these executives. Planning for the 1961 fair began on the day the



Demonstration of the breaking up of molecules and rejoining them on extremely cold surface won third place for Taft High School Senior Barry Wright



W. V. Kahler, President, Illinois Bell Telephone Company, 1958 Business-Education Advisory Committee chairman



Edward C. Logelin, Vice President, United States Steel Corporation, 1959 Chairman, Advisory Committee



Eskil I. Bjork, chairman, The Peoples Gas Light and Coke Company, 1960 Advisory Committee chairman



Chairman of Advisory Committee for 1961, Frank W. Jenks, President, International Harvester Company

1960 fair closed. Frank W. Jenks, president of International Harvester Company, named chairman of the Business-Education Advisory Committee for the 11th annual Fair, and his committee, are already at work on next year's event.

This is an account of how this unique teaming of business, education and youth came about and an introduction of the men who helped make it all possible. To begin at the beginning, in 1951, a group of physics teachers in the Chicago Public Schools organized the fair to promote more intensive interest by students in all branches of science. At first it had no financial support, and the annual science fair was confined to the school districts.

Recognizing its merit and potential, the education committee of the Chicago Association of Commerce and Industry offered early support of the movement. However, it was not until 1958 that the science fair advanced to the status of a citywide event in the imposing setting of the west wing of the Museum of Science and Industry.

Since then it has been conducted by the Chicago science and mathe-

matics teachers in cooperation with the Chicago Association of Commerce and Industry, the Chicago Museum of Science and Industry, and universities and business firms of the Chicago area.

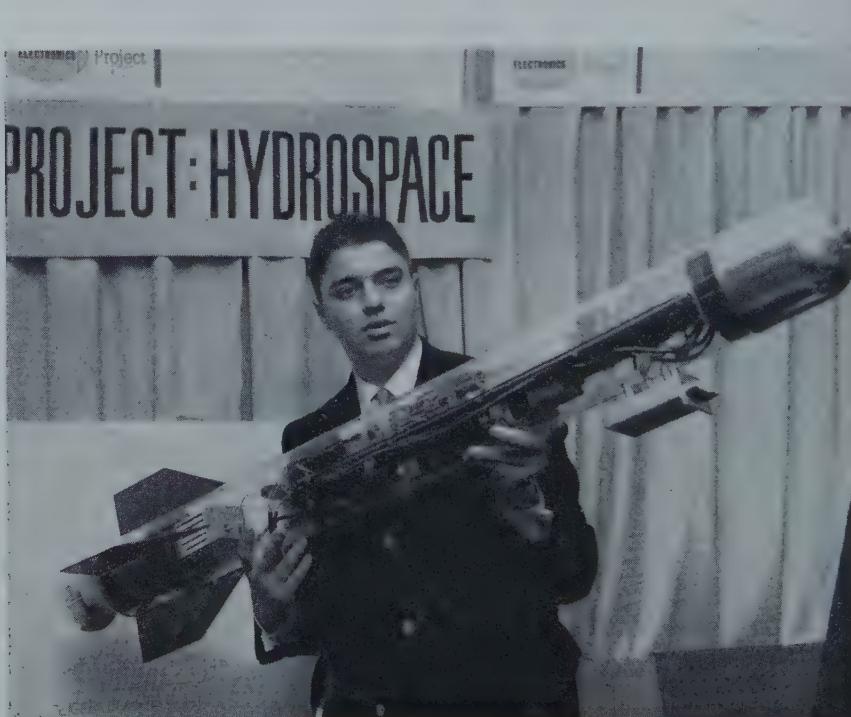
What happened? For one thing Sputnik happened. But more to the point, Major Lenox R. Lohr, president, and Daniel M. MacMaster, director, of the Museum of Science and Industry, had been watching the science fair develop.

Business Support

Early in 1958, Lohr suggested to William V. Kahler, president of Illinois Bell Telephone Co., that business and industry might want to support the movement. Kahler in turn discussed the idea with Dr. Benjamin C. Willis, general superintendent of schools. Willis quickly recognized that such support would enable the fair to become a major event, so Kahler invited representatives of business, industry and the press to a luncheon at the Chicago Club.

Out of this, Kahler became the moving force in getting the science

(Continued on page 95)



Paul Leif, Lane Technical High School junior, tied for fourth place in the 10th Annual Chicago Public Schools Science Fair at the Museum of Science and Industry. His project is a controlled underwater satellite used in hydrospace or underwater research. Operating under its own power, it travels at 2½ knots and returns automatically to its home base

Care and Feeding of Computers

Operating personnel can be drawn from present employe ranks



John R. Evans

By JOHN R. EVANS

Midwestern Regional Sales Manager
Univac Division, Remington Rand

THE CARE and feeding of electronic computers isn't nearly as complicated as popularly supposed. Highly trained mathematicians with Ph.D. tacked onto their given names can't do most computer jobs any better than many intelligent employees with only business school or high school diplomas.

With more and more companies handing over various functions of business operation to computers, experience is accumulating to reveal that personnel necessary to operate the "big brains" can be drawn from the ranks of present employees—that there is no need for wholesale hiring of people with advanced college degrees and the handing out of pink slips to dozens of capable and loyal employees.

Company use of computers varies. Some are purchased outright from a manufacturer, some are rented from computing centers, others are rented on a part-time or one-time lease basis from large companies owning them. But news that the employer is going to use a computer unvaryingly has the same psychological effect on the help.

With advance knowledge based on the experience of others, executives

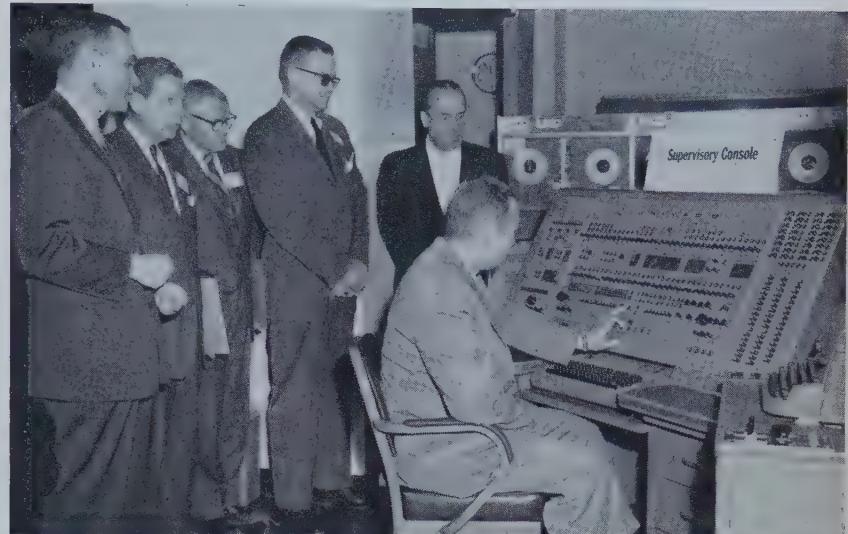
of companies contemplating the use of computers can avoid serious personnel problems arising out of near-panic resulting from unfounded fears that an "electronic brain" will be taking over the work of the human brains of employees. These are the facts:

Because electronic data processing equipment is still so new and bal-

looning so rapidly, there are many misconceptions rampant, especially among persons whose only knowledge of computers is that they do a lot of work in a short time.

These people have heard that a computer throws experienced employees out of work, that push-button operation in the office calls for lower

(Continued on page 108)



Two Harris trust programmers demonstrate Univac console to visitors. Standing (l) is Robert Syphers, trust department operations programmer. Seated is Donald Richards, formerly with tabulating department, now in charge of new computer department



American National Bank and Trust Company of Chicago Data Process Training Group. Men have been relieved of other work to take intensive training in preparation for bank's move into automatic check handling

Business



World's biggest railroad tank car rolls from East Chicago, Indiana plant of Graver Tank & Mfg. Co., Division-Union Tank Car Company to Whiting, Ind. car building facility of Graver's parent Union Tank Car Company. Two such tank cars of 30,000 gallon capacity will be used for transporting LP-Gas products by Tuloma Gas Products Company, Tulsa, marketer of liquefied petroleum products. New cars measure 85 feet over the couplers with a tank diameter of 99 inches



Robert S. Solinsky, chairman of the board of National Can Corporation (3217 W. 47th Pl.), is one of eight American business executives named to receive the 1960 Horatio Alger Awards



Harold A. Renholm (1), regional manager of Radio Corporation of America, and Robert Estes, president of Graphic Pictures, Inc., show tiny model of RCA television tape recorder. Estes announced Graphic Pictures new \$500,000 studios atop Daily News building will open in May

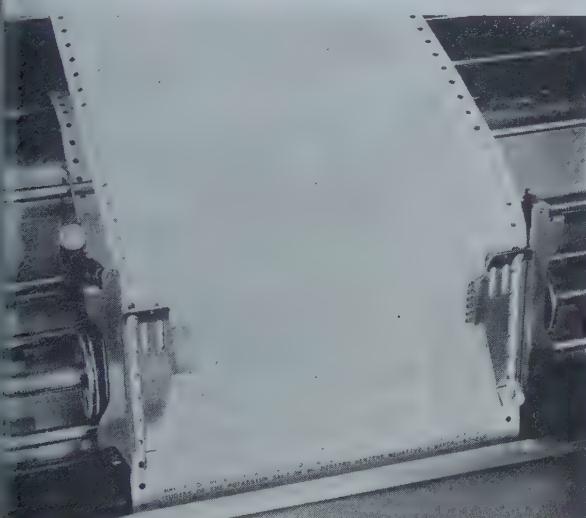


At buffet luncheon following Spector Freight System, Inc.'s annual stockholder meeting, Spector President W. Stanhaus chats with stockholder Mrs. R. S. Katch Chicago. Meeting was first held since stock was sold to public last year. Stanhaus forecast record 1960 profits

Highlights



Plans to greatly increase foreign market penetration were announced by Thomas P. Collier, president of two new Motorola Inc. subsidiaries, Motorola International, S.A. in Switzerland which will license manufacturing abroad and Motorola Overseas Corporation or direct export sale through distributors in 60 countries abroad



The actual printing out of the "Chemicals Titles" index on an IBM 407 Printer. The index is produced at 150 lines per minute in a continuous fan-fold which is ready for paste-up and reduction to a photo-offset plate. No typesetting is necessary



World's largest motel, the O'Hare Inn with 534 guest rooms, is being built on 32 acres north of Chicago's O'Hare Airport. Facilities will include convention and trade show hall seating 1200 (top left) and a Henrici's restaurant in rotunda (bottom left). There will be a special press room with radio and television facilities for press conferences with celebrities and officials arriving at O'Hare Airport



Five month old Laura Lee Olson, youngest of 10,400 Admiral Corporation shareowners, is introduced to Ross D. Siragusa, president, by her parents, the Thomas E. Olsons of Chicago following the television-appliance manufacturer's annual meeting

Highlights

Continued



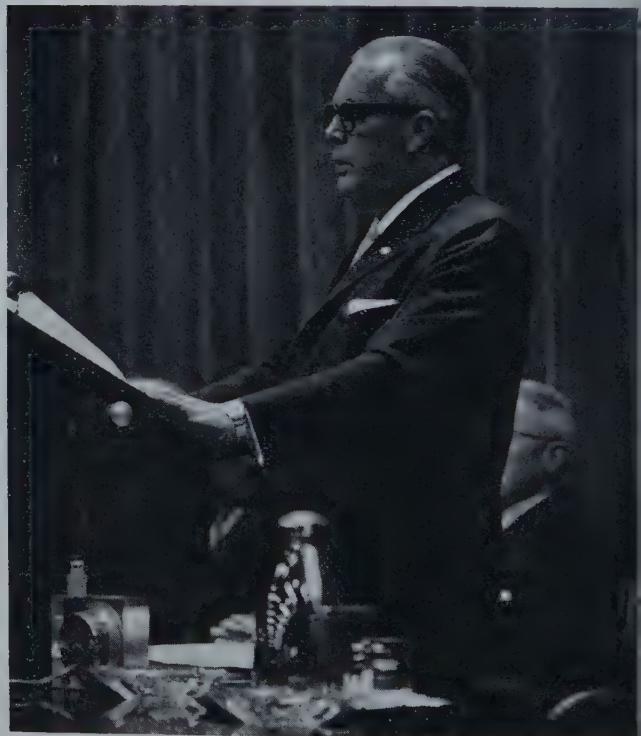
Common shares of American Photocopy Equipment Co., Evanston, were listed April 4 for trading on New York Stock Exchange. Present for listing ceremonies are (l to r), Samuel G. Rautbord, chairman and president of APECO; Nevill G. Hart of Mayer & Hart, specialist in the stock and G. Keith Funston, president of the exchange. The stock opened at 47½.



Excavating wheel produced by Link-Belt Company, Chicago, is 52 feet in diameter, has ten digging buckets which scoop up overburden while wheel boom swings through arc. It is capable of digging at rate of 13,000 cubic yards an hour. Compare wheel with man standing at far right for idea of its size.



First export shipment of welded rail to Mexico from the U.S. being loaded in alternating gondolas and flat cars at Pueblo, Colorado. Conventional 39-foot rails produced by Colorado Fuel & Iron Corp. were welded into 78-foot sections by National Cylinder Gas Division of Chicago's Chemetron Corp.



Addressing 105th annual meeting of stockholders, Eskil I. Bjork, chairman, Peoples Gas Light and Coke Company said cost of 1960 expansion programs and normal construction and exploration activities of companies in Peoples Gas System will be about \$113 million.



Leahy Archives, Centex Industrial Park, when completed will be world's largest single center for housing and servicing of records for business and institutions

DON'T KEEP IT—THROW IT AWAY

How to save money by overhauling record systems



Emmett Leahy

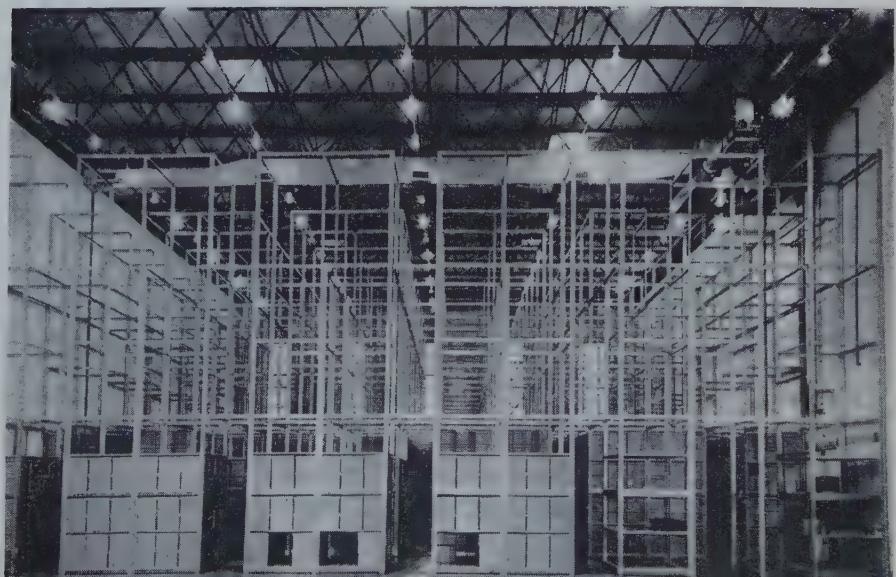
By EMMETT LEAHY

ment have become virtually engulfed in paper and film.

How much is too much? Well, during the past year, Americans filled 65,000,000 standard file drawers with documents and records of

all kinds. Now, some 195,000,000,000 individual records are crammed into bursting file cabinets, and harassed office managers plead and cajole management for still more space, still more cabinets, still more

Designed and installed by Acme Steel Company, labyrinth of steel shelving in new Chicago area Leahy Archives provides nearly 80,000 cubic feet of storage space. College-trained archivists, equipped with plug-in phones, can extract required record within minutes after it is requested by a client



SOME YEARS AGO, a favorite Washington joke went like this: to be successful in Government, make 12 copies of everything and look busy.

Of course, that was an exaggeration but not as great a one as one might believe. Ever since man first learned to scratch a few crude symbols on stone and clay, he has compiled records of what he and his fellow men have done. The more advanced the methods of recording, it seems, the greater the volume of records until business and govern-

Emmett Leahy has made a career of showing people how to save money by not saving papers. As an archivist with the U. S. Government's National Archives, he thinned out paper so well that he received a Navy citation crediting him with saving the government 21 million dollars in four years during World War II. He directed the Hoover Commission's study and recommendations on Records Management, now being put into effect by the General Services Administration. The

Leahy Archives of Chicago opened in February of this year in Centex Industrial Park, is the nation's fifth Leahy record storage installation designed to serve business and industry. The Chicago Archives, first of its kind ever built, is used by various Chicago area companies. Leahy practices what he preaches. He has only one filing cabinet of four drawers for his own business records. Says he: "As soon as it fills up, we clear it out." Ed.

people; to sort, file and — occasionally — use a few of the endless accumulation of papers.

Each year 15 per cent is added to the existing hoard of records — which now amounts to 455,000,000 file drawers. To use a familiar comparison, these drawers, stacked end to end, would circle the world more than eight times. About 2,000,000 file clerks are kept busy stuffing files and, frequently, they get hopelessly lost in the avalanche of paper that nearly suffocates them as they try to locate one elusive document.

If we use a \$50 per week average, these file clerks alone represent a yearly payroll of \$5,200,000,000. If we add up the cost of floor space, equipment, maintenance and other factors, this figure is probably in excess of \$5,000,000,000 or a grand total of \$10,000,000,000, just to handle the care and feeding of billions of pieces of paper that gradually sink more and more into disuse until they are buried under layers of dust.

Experts Can Be Wrong

Of course, there's nothing really new about business records piling up — and even the experts can be wrong when they try to figure out ways to house, classify and keep them ready for reference. One of the most startling experiences of archivists came about 25 years ago when the magnificent National Archives Building was completed in Washington. Constructed for something around \$13,000,000, this architectural triumph proved to be less than functional for those who used it.

Incredible though it may sound, this fine building, designed to house

all Government archives, could hold only about four per cent of the records Washington had accumulated in the conduct of the nation's business.

With the onset of World War II, Washington nearly lost the "paper war" until records management thinking was revised, and thousands of tons of documents from many departments and bureaus were consigned to the incinerator. Surprisingly, bureaucratic Washington now finds that it can function better than ever and, of course, at a tremendous savings to the taxpayers.

Once underway, Washington has continued to study and revise its methods of records keeping. It's significant to note that as the result of the Hoover Commission's study, the General Services Administration reduced its purchases of file

cabinets from the 1949-51 average of 77,000 per year to only 22,000 in the 1952-54 period. The results of the Hoover study are still ringing up savings each year.

What About Business?

Granted that the Government had the reputation for inefficiency, and granted that Grandma has clippings dating from her mother's wedding down to yesterday's cake sale at the church bazaar cluttering up the attic, but what about big business? Well, careful investigation of many companies showed that an average sized company usually saves from 800 to 1,200 different kinds of records. And long experience and study have proved that from 45 to 55 percent of these records can be thrown away without causing any hardship whatever to the company or its employees.

How can a business go about getting rid of costly duplications and other documents that have little or no value but gobble up large sums of money every day? There are three basic steps:

1. cut paper work at source
2. systematize record-keeping (filing)

3. store infrequently used but necessary records in a low-cost records center, usually away from the high-cost space of the city office.

Cutting down on paperwork is

(Continued on page 105)



U. S. National Archives, Washington, seemed inadequate until Emmett Leahy devised means of thinning out government paper

Resolving Management Conflicts



Dr. Daniel D. Howard

Incompatible executives can create costly series of crises in any company

By Dr. DANIEL D. HOWARD

Director, Daniel D. Howard Associates



THREE IS A kind of continuing conflict that goes on within management which may be as costly as labor-management strife. Its existence is not always apparent on the surface, yet anyone who has come in close contact with a group of interacting executives immediately senses it.

What is the nature of this intra-management strife? What are the methods of identifying it and the techniques for its reduction?

Executive conflicts usually are generated by a combination of factors. There are conflicts emerging out of the deep-set personality characteristics of the persons involved. Working on the inside of a company involves a capacity for collaborative and cooperative activity which often is lacking or poorly developed in some people. Such persons often are attracted to occupations which enable them to operate with considerable independence.

Good Illustration

Selling is a good illustration of such an occupation. A salesman often is on his own, away from immediate supervision, observation and direction. We expect independent-mindedness in salesmen and a reluctance to engage in highly cooperative or collaborative activities. When we find such pre-dispositions in persons occupying administrative positions,

however, it often spells trouble. For example, two executives whose positions require that they work together, but with contrary inclinations, will create a constant series of crises in any company.

Important administrative errors often are made by promoting an excellent independent worker to a supervisor. A top salesman may be appointed sales manager, only to fail because temperamentally it is difficult for him to work in close relationship with others. The competitive drive that made him a superior individual performer interferes when it becomes necessary for him to subordinate his own needs to those of his men.

Space is not available to speculate on origin of attitudes that create difficulty in interpersonal relationships. Certainly the family and the person's place within it have an important influence. Feelings of hostility and competitiveness, the need for dominance, these are factors which are frequently encountered.

What can be done to reduce executive conflicts? Much depends on the nature and intensity of the needs that generate conflicts. Needs for dominance and independence, for example, may be neurotically grounded, fairly insatiable and difficult to modulate, except under conditions of personally felt stress and intensive treatment. Sometimes, too, these needs are accompanied by paranoid-like attitudes — by feelings of distrust and persecution that are fairly impervious to change.

Pressure From Superiors

There is a second kind of need which may influence outcome of executive conflicts. It is created by the environmental press on executives. When their jobs are meaningful to them and when their defenses are not too rigid, pressure coming from their own superiors may cause them to pause and reassess their interpersonal relationships and to accept, if not seek out, assistance in

improving them. The highly rigid, intractable person may become even more defensive and quit under pressure. Most executives, however, are persons of above average intelligence and judgment and respond sensibly to reasonable demands and expectations presented in a spirit of helpfulness and mutual concern.



Selecting the qualified executive

Another source of conflict arises from conditions within the company itself. There is an emotional climate in every company which tends either to provoke conflict or to mitigate it. In some companies the very air seems charged with friction and tension. Cliques and factions appear to exist. Fearfulness, suspiciousness, and hostility are rampant. The emotional climate under such conditions breeds conflicts, not only between workers and groups of workers but also between executives.

In other companies a completely different emotional milieu appears to exist. Work appears to progress in a steady, even flow. People smile, talk, and appear relaxed. Interpersonal relations appear cooperative instead of competitive; conversation revolves around common company goals instead of individual concerns; people are absorbed in solving problems instead of tilting with others. The whole atmosphere is uncongenial to conflict and conducive to mutual understanding and good will.

The climate in some companies is often determined by the chief executive officer. Some employers seem to be suspicious of harmony among their executives. At least at the unconscious level, they appear to fear that if key employees are too close,

they will collaborate to turn against the company itself. Such employers unwittingly promote strife, looking with askance on manifestations of close friendships within the organization. They see themselves unconsciously in conflict with employes and act as if they were dedicated to a philosophy of divide and conquer.

Even when intentions of management are the best, conflicts between executives may emerge because of faulty communications. One department offends another often because it is unaware of the impact of its conduct on the other. It is not uncommon to find inadequate understanding between executives regarding the scope of their responsibilities and authorities. Position descriptions and a policy manual sometimes go a long way toward resolving such difficulties.

In other organizations, conflicts between departments are caused by failure of each to appreciate the contribution of the other or fully to understand the problems of each. A not uncommon illustration of such a conflict is that between the sales manager and the production manager. Sometimes one or the other is given preferential treatment, depending on the orientation of the chief executive. Thus it is that some companies appear "sales minded" and others "production minded." Extreme attitudes in either direction can, of course, prove only injurious to the company in the long run.

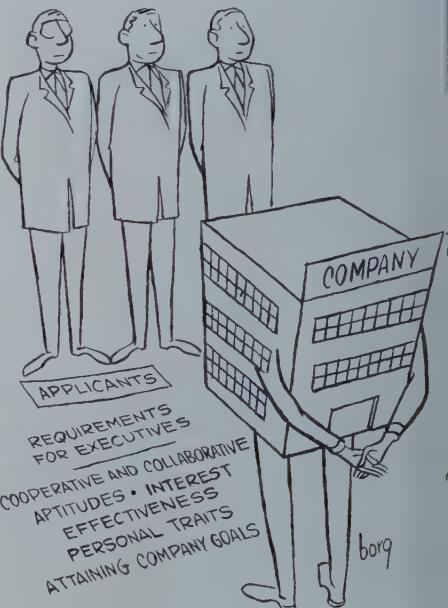
Make Fine Team

Ideological differences between executives are a third important source of conflict. There are those to whom procedures and methods are of greatest importance. There are others who consider attainment of company objectives more important than the means by which they are reached. The first group often consists of persons who may be somewhat obsessive and compulsive in their orientation to life. Order and system loom very large in their scale of values. Persons in the other group sometimes are overly active, with a tendency to become very excited, yet with verve and enthusiasm for the goals they pursue. When executives of each type work collaboratively, they make a fine team, each supplying an important ingredient to an effectively operating company. But

when these tendencies are neurotically based, they may cause serious conflict. The individual whose orderliness is a defense against subconscious desires is disturbed when placed in situations that are lacking in form and structure. By the same token, there are individuals whose need for action is also neurotically based and who feel the constraint of an orderly situation more personally than they are able to recognize or accept.

There are many other illustrations of ideological differences within companies that provoke executive conflicts. With many of these, most executives are already familiar. These conflicts sometimes involve differences between production and research, between production and maintenance, between production and accounting, between staff and line.

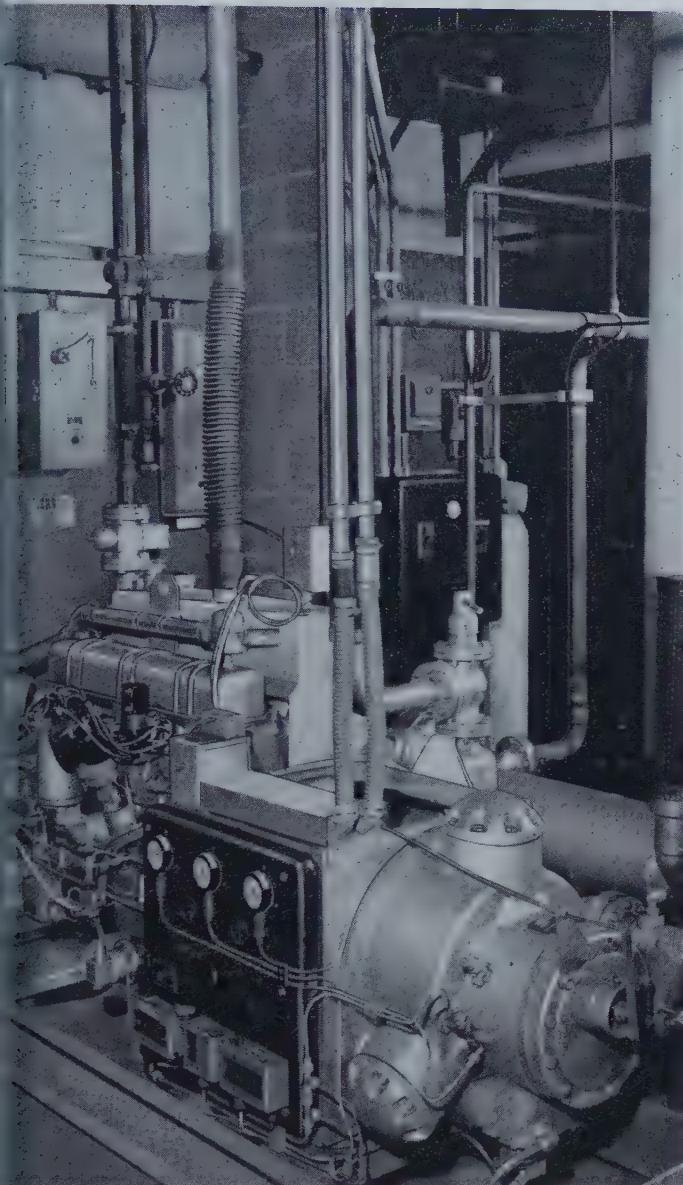
Executives in staff positions are usually concerned with initiating changes in procedures and methods. Executives in line positions are interested in preserving that which



Well chosen executives respond sensibly to reasonable demands

already has worked. Line executives sometimes develop ego involvement in the status quo, which they often have had a strong part in formulating. They interpret suggested changes as criticism of what they have evolved. Staff people, on the other hand, would have no jobs if they made no recommendations for changes. They are like clinical psychologists or psychiatrists who are

Natural Gas engine provides economical air conditioning at Sipi Metals



A 22-ton reciprocating compressor driven by a six-cylinder natural Gas engine cools the offices of Sipi Metals Corporation at 1708 N. Elston Avenue, Chicago.

Sipi Metals Corporation, founded in 1906 has been refining nonferrous metals for large manufacturers in heavy industry throughout the United States since 1933. When Sipi Metals remodeled their plant offices, an internal combustion natural Gas engine was specified to power the Gas air conditioning unit. Natural Gas is used in the engine to operate the reciprocating compressor. This unit has a capacity of 22 tons, but can modulate down to as little as 4 tons depending upon the cooling needs of the plant offices.

Natural Gas engine driven compressor units have achieved an outstanding reputation for dependability and long service. Performance is load matched with varying speed engine and automatically unloading compressor. You get the ultimate in economical refrigeration with low-cost natural Gas since these units use as little as 12 cubic feet per ton per hour.

Other types of modern Gas air conditioning equipment are available, too, in capacities ranging from single units of 3 to 1,000 tons and over. They can be installed in multiples or in combinations to provide any amount of air conditioning required. Whether you choose natural Gas engine driven compressor unit, absorption refrigeration, steam turbine driven centrifugal compressor or steam jet equipment, you can depend on Gas for economical operation. For more information on Gas air conditioning, call WAbash 2-6000, Extension 2449. One of our engineers will be glad to discuss the application of Gas to your particular needs.

THE
PEOPLES GAS
LIGHT AND COKE COMPANY

INDUSTRIAL DEPARTMENT

oriented to look for shortcomings in individuals and never fail to find them. Line executives frequently are considerably different from staff executives in social background. Staff executives usually are better educated, younger, self-conscious about their professional status and more socially conscious than their line counterparts. These differences are often derided by the latter.

There are, finally, executive conflicts which emerge out of often unrecognized struggles to "get ahead" in the management hierarchy. In any

company that is growing, and when positions are not fixed, potentialities for a struggle for power exist. It is often not considered polite to mention these power struggles and top management often refuses to recognize their existence, much as a parent refuses to recognize a defect in a child. But their existence is often reflected by serious perturbations in morale and by inefficiencies whose origins often defy the customary procedures of analysis.

The concern up to now has been with the nature and sources of con-

flicts between executives, with the impact of these conflicts on the functioning or mal-functioning of the organization. However, the real concern must be, of course, with methods of resolving undesirable disagreements among key personnel.

It should be recognized at the outset that some conflict is inevitable in any organization and that not all conflict is bad. In fact, without differences of opinion a company would rapidly become blind to change and would stagnate. Companies make conscious efforts to "bring new blood into the organization." They sometimes express an understandable fear of too much in-breeding. There are many companies where executive conflict is almost nonexistent, where relationships between people are relatively frictionless but where failure and bankruptcy are equally imminent.

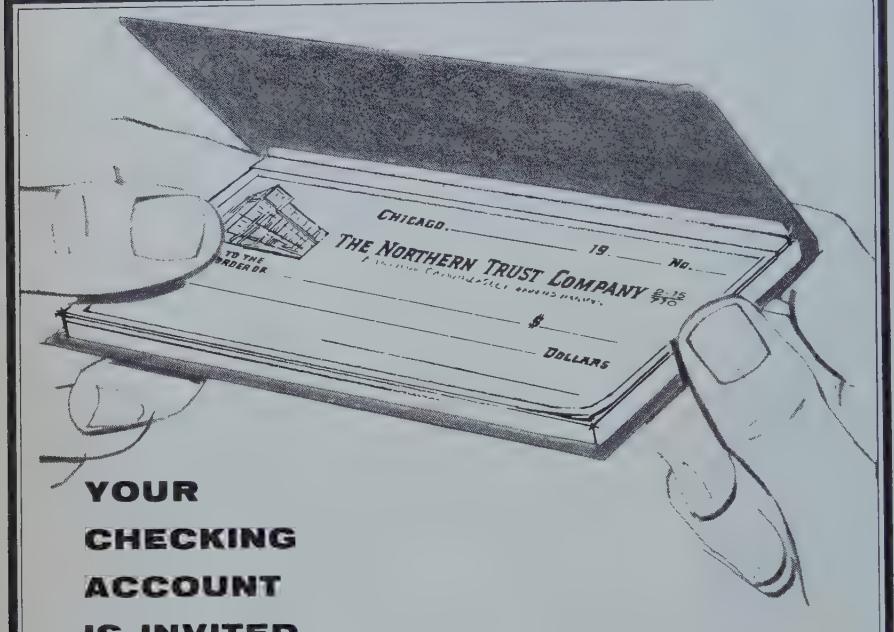
Constant Adaptation

It is, thus, not only possible to resolve all conflicts, but it is also doubtful whether such an outcome conceivably could be desirable. When no one disagrees, the accepted ways of doing things soon become the only authorized ways of doing things. It is out of the conflict of opinions and personalities that newer ways of resolving problems emerge. This constant adaptation to challenges is what keeps organization alive and promotes their growth. If there is a distinction to be made between conflicts that result in progress and those that inhibit it, it is possibly one based on whether conflicts reflect genuine intellectual differences concerning administrative procedures and actions, or whether they are merely symptomatic of interpersonal hostilities.

Where executive conflict is detrimental, what are the steps that can be taken to diminish it? First, there are programs of prevention—administrative action that anticipates such conflict and seeks to avoid it. A proper philosophy of selecting executives is a good place to start.

We recognize that if a man is to function adequately in a given position, he must possess certain basic qualities—aptitudes, interests, personal traits. Once these qualities are agreed upon, it is not too difficult to determine the degree to which

(Continued on page 100)



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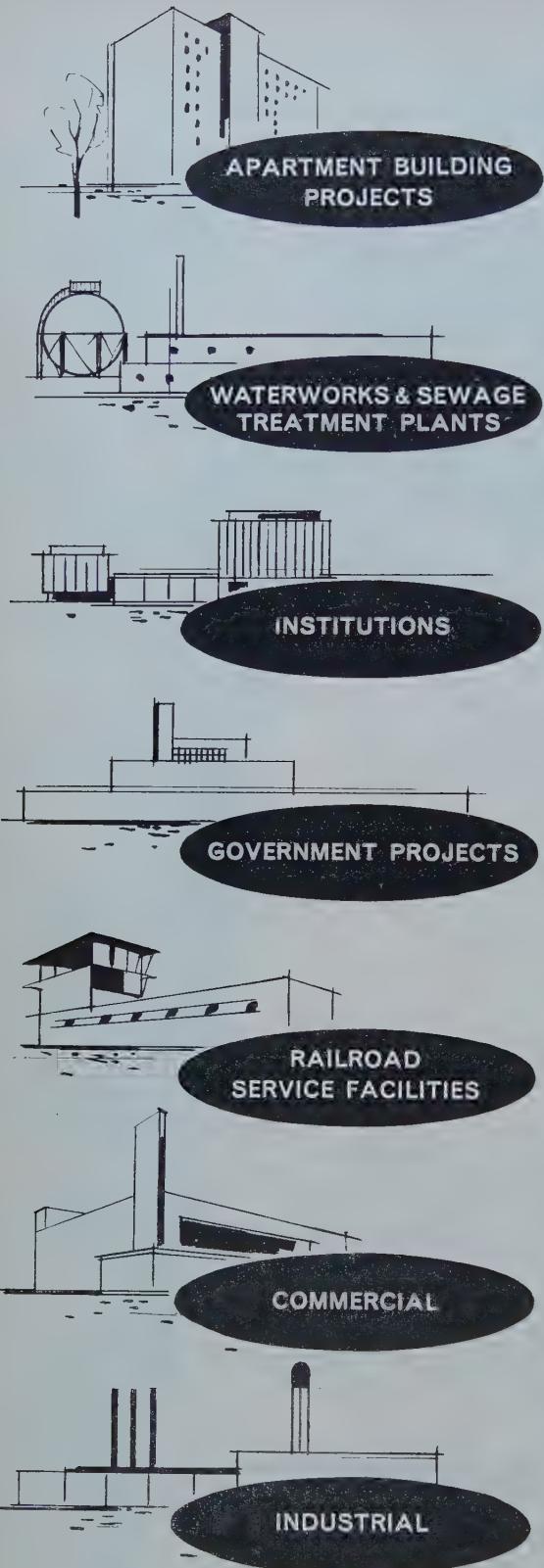
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1960 HONOR AWARDS AND CITATIONS

The Chicago Chapter of the
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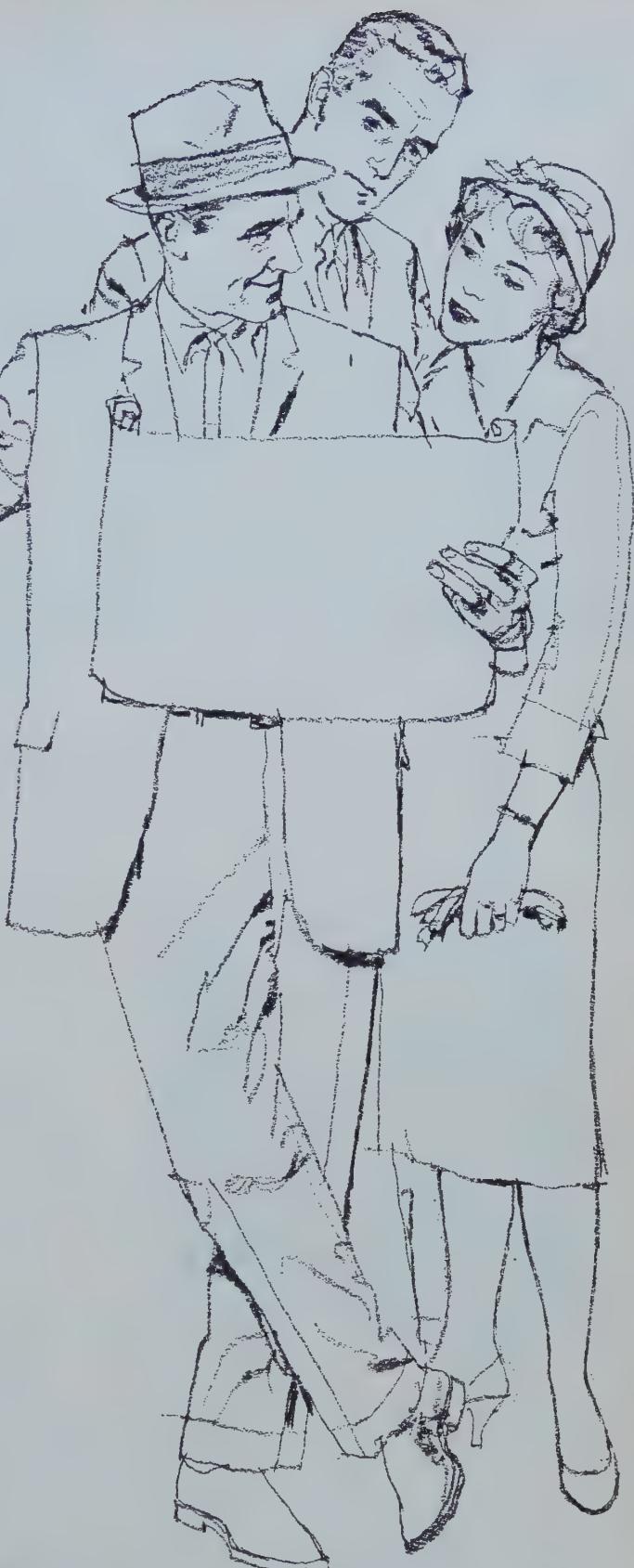


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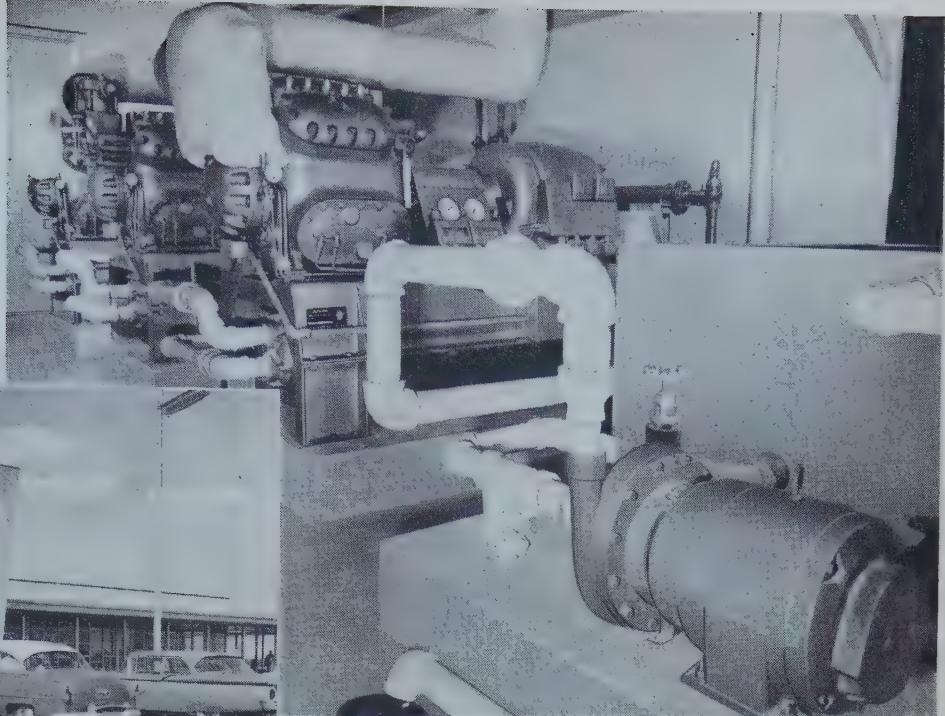
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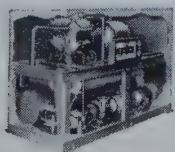
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Interior of The Consumers Company, Division Vulcan Materials Company, Hillside, Illinois

Instant warmth from new overhead quartz lamps

Highly practical heating system beams down heat (and light) in new maintenance shop; keeps workers warm and comfortable—even when large door is left wide open!

Warming this huge repair shop is as easy as turning on an electric light. There's no furnace or boiler room to bother with (or take up space). Nobody to pay "to watch the fires."

Twenty-two feet up, new quartz lamps beam down heat that delivers instant warmth (also, light for work areas). There are no blowers to develop cold drafts. The frequent opening of large doors is offset by the rapid heat rise of the lamps, providing immediate, draft-free warmth.

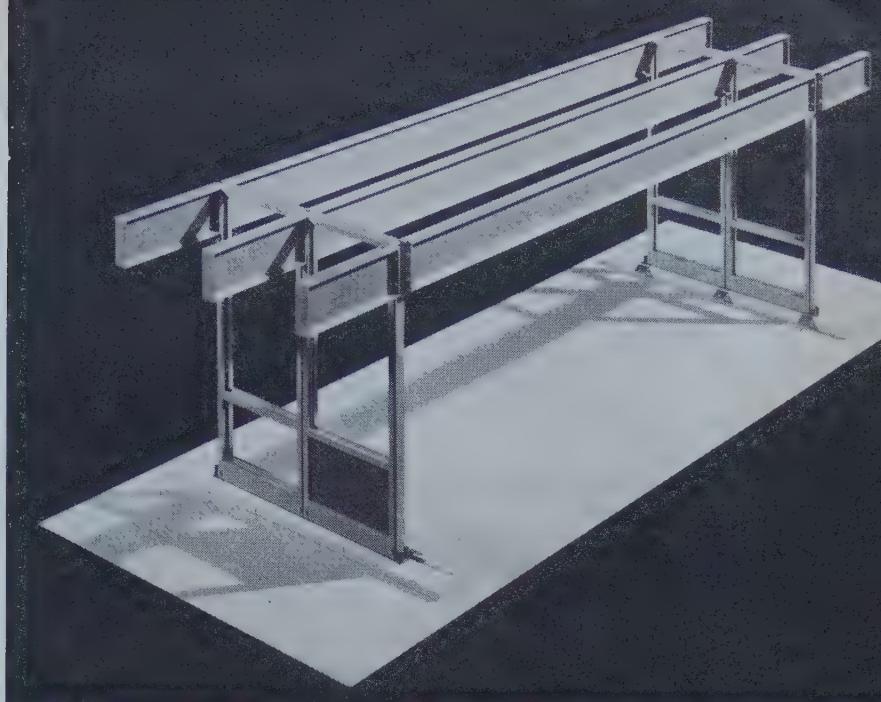
The fast, easy installation of this new heating system permitted the company's electrical department to handle the complete job. Once up, the quartz lamps require no attention other than routine cleaning similar to that of a lighting system. Operating cost compares favorably to other heating methods.

Consider these other applications:

quartz lamps for heating factories, loading platforms, walkways, garages, sidewalks in front of display windows, vestibules, auditoriums, locker rooms, service stations, patios, hotel and apartment entrances, warehouses, etc. For more information, call your Commonwealth Edison or Public Service Company representative.

 **Commonwealth Edison**
AND
Public Service Company

Model shows Functional Structures' new basic space module. Masons set stone sills on foundations. Self-aligning wall, door, and window frames bolt together. Four bolts secure lightweight junior beams to load-bearing frames. No anchor bolts, pre-set column bearing plates, or special tools needed. Clean, simple exposed structure costs \$1.35 to \$1.50 a square foot in Chicago, one-fourth less than conventional.



\$11.30 square foot school wins citation, new Functional Structures' system cuts costs

VILLA PARK saved one-fifth on construction of its award-winning Edward I. Schafer school.

Bekins Van Lines and Fernstrom Storage & Van Co. occupy air-conditioned office space that cost less than \$13 a square foot. You can save up to one-fourth on office or school building costs, with Functional Structures' *modular framing-closure* system.

Architects, engineers and contractors from Kansas to New Jersey are cutting planning and erection costs, and saving months on construction timetables,

with Functional Structures' new, light metal, load-bearing wall frames.

All planning, material and mechanical elements are coordinated in three-dimensional space modules. Precision fabricated wall, door and window frames bolt together at the site. Doors, plate or insulating sash, insulated wall panels, even masonry, fit directly into exposed frames.

Write or phone today for information about this simple, economical way of building.

Two men can set up to 14 frames an hour. Wall and roof structure costs as little as \$1.35 to \$1.50 a square foot.

Opaque panels, plate glass, insulating glass and operating sash all fit into exposed modular metal frames.



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Architects, Builders, Owners, Honored

METROPOLITAN Chicago architects, builders and building owners were honored for outstanding contributions to the area's architecture and construction April 13 at the sixth annual Civic Pride Luncheon in the Morrison Hotel.

The Chicago Association of Commerce and Industry and the Chicago Chapter of the American Institute of Architects sponsor the yearly program to encourage excellence in architectural design, related arts and craftsmanship. The 1960 program recognized achievements in buildings completed during the five years since January 1, 1955.

Twenty buildings selected by a blue ribbon jury of prominent architectural and business

leaders were cited as outstanding examples of architectural design, craftsmanship and construction. Three of these received highest honors—the Honor Award. An additional Honor Award was given to a Chicago firm for its metal work craftsmanship in five buildings.

Members of the 1960 Awards Jury were: Thomas Creighton, Editor, PROGRESSIVE ARCHITECTURE, New York; Alden Dow, architect, Midland, Michigan; Ambrose Richardson, Consulting Architect, University of Illinois and two representatives of The Chicago Association of Commerce and Industry, George F. Sisler, Vice President, First National Bank of Chicago and Ferd Kramer, President, Draper and Kramer, Inc.



Sixth Annual Civic Pride Luncheon



Roy W. Johnson

By ROY W. JOHNSON

Chairman of the Board, ACTION, Inc.

Building the City—Now is the Time

BUILDING in Chicago and other great cities of America is a result and a responsibility principally of commerce and of industry. The architecture of these buildings is the architecture of our times, and for better or for worse, a symbol of our civilization, as architecture has always been a symbol of civilizations in the course of history. We recognize and pay tribute to those buildings erected in Chicago whose architecture is distinguished, and to those entrepreneurs and architects responsible for adding meritoriously to the architectural symbolism of this city, and of America.

ACTION was formed to help make all our cities great. We of ACTION hope, not modestly but sincerely, I think, to wipe out the tradition of ugliness that has long been associated with cities. As a citizens' movement in the most heavily urbanized society in history, we have for over five years been working to stir the minds and wills of local citizens to make "America the

Beautiful" more beautiful, more livable, and more worthy of civic pride than ever before.

Men have always taken pride in their cities. In the fifth century B. C., Athens' golden age, its first citizen, making his funeral oration for the Peloponnesian dead, said: "As a city, we are the school of Hellas." For this high-sounding claim, Pericles gave the credit to "the native spirit" of his fellow citizens.

Across the Mediterranean at about the same time, a Hebrew psalmist, inspired after the Babylonian exile by the rebuilding of his spiritual home, wrote: "Our feet shall stand within thy gates. . . ." In the next verse, exultant as any civic booster, he said: "Jerusalem is built as a city that is at *unity in itself*."

And so it has gone, throughout history. Many of our family names today, in fact, can be traced back to the city or town from which an early

(Continued on page 73)

Civic Pride



Murdo Ross, District Manager, W. S. Tyler Company, Cleveland, Ohio, stands next to photographic display showing entrances to and interior of the elevator cabs in the Borg-Warner Building, 200 South Michigan avenue, Chicago. Ross accepted honor award in behalf of his company for superior craftsmanship in the use of modern material



"Inspecting the premises" of the honor award winning Law School building of the University of Chicago are (l to r) John Kirkpatrick, Vice Chancellor of the Law School; Joseph N. Lacy, architect, of the firm of Eero Saarinen & Assoc.; Ferd Kramer, President of Draper and Kramer, Inc., representing the Chicago Association of Commerce and Industry as Co-chairman of the Awards Luncheon and Samuel A. Lichtmann, 1960 Honor Awards Planning Coordinator, Fellow of the American Institute of Architects



Meeting prior to the luncheon in the hall of photographic displays of award winning buildings are (l) Spencer B. Cone, A.I.A. Vice President, Chicago Chapter, American Institute of Architects, co-chairman of the Awards Luncheon and George H. Dovenmuehle, Chairman, Dovenmuehle, Inc., Chairman, Chicago Association of Commerce and Industry Urban Renewal Committee

Conferring before a press conference which preceded luncheon are (l to r) Ferd Kramer, Roy W. Johnson, Washington, D.C., Chairman of the Board of ACTION, Inc., the luncheon speaker, and Samuel A. Lichtmann



Luncheon Highlights

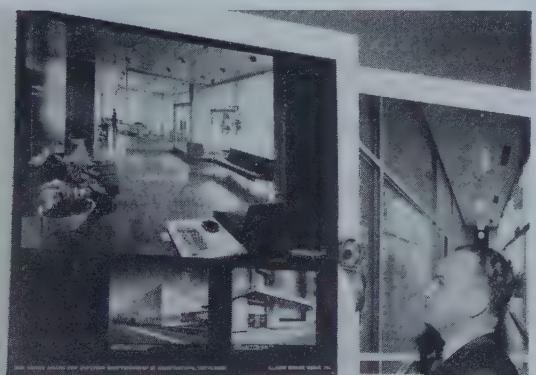


Honor Award winning Beard Residence in Barrington draws compliments from Ferd Kramer (I) as he meets with Edward D. Dart, architect, and Mr. and Mrs. Henry K. Beard, owners of the residence. Beard home is centered around music, the profession of both Mr. and Mrs. Beard. Beard is a noted organist and Mrs. Beard a concert soprano, known professionally as Maude Nosler. Dart won three bronze plaques in the 1960 competition



CACI Chief Executive Officer Thomas H. Coulter (I) meets with (I to r) Roy Johnson, Ferd Kramer and George L. Irvine, Regional Vice President, General Electric Company and Vice President of the CACI Transportation Division. They stand beside photographs of the honor award winning Law School building of the University of Chicago

Winner of an honor award for general excellence in architectural metal work, Emil M. Pollack, President of Illinois Bronze Works, Inc., Chicago, views photos of the five buildings which brought him a blue ribbon and bronze plaque



Restaurant and Service Areas of the Northern Illinois State Toll Highway won a citation of merit. Discussing the award are (I to r) Charles Genther, representing the architectural firm of Pace Associates; Charles M. Burgess, Chairman of the Toll Highway Commission and Charles L. Dearing, Executive Director of the Commission



1960 — HONOR AWARDS



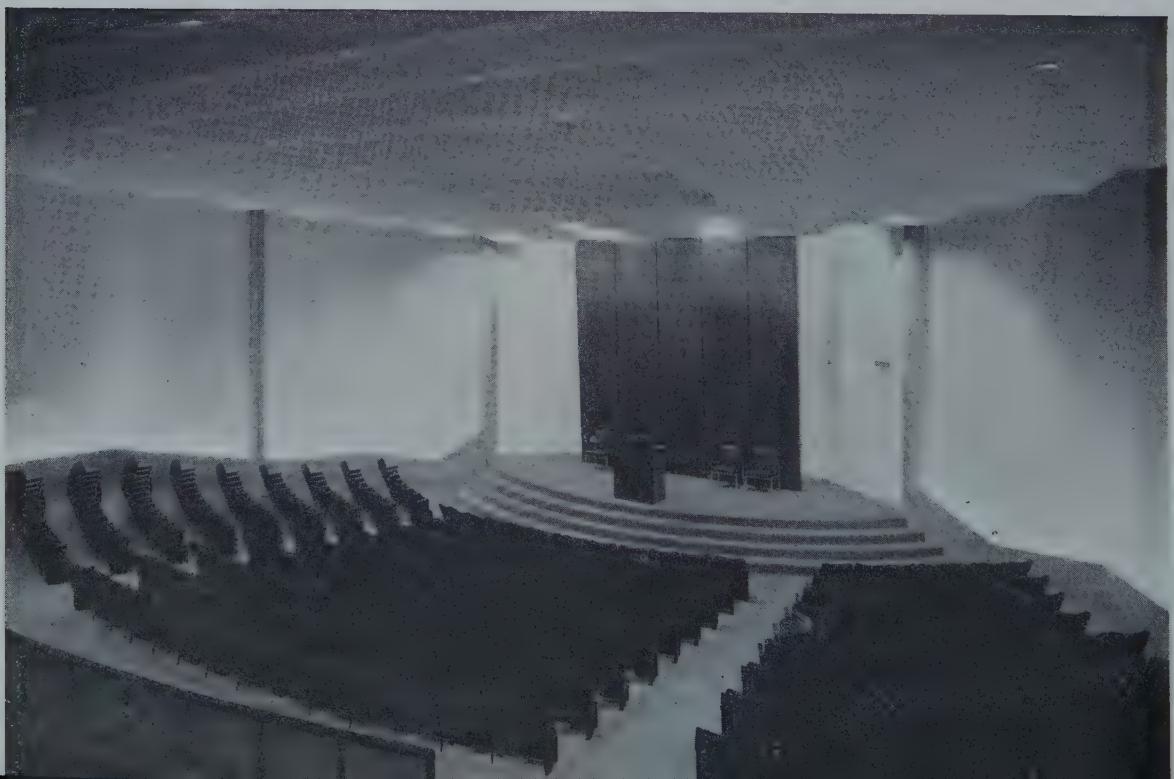
★ HONOR AWARD ★

For

Institutional Building

LAW SCHOOL, UNIVERSITY OF CHICAGO

Chicago, Illinois



AND CITATIONS



CITATION: The Jury felt that this was an extremely strong concept successfully carried out. The "folded" exterior glass walls with their jagged top and bottom silhouettes produce a striking and quite beautiful building form on the campus. This glass wall also provides pleasant interior spaces. The Jury was particularly impressed with the auditorium and court room. The formality of the site planning and the approach to the building is a pleasant foil to the movement of the facade.

OWNER: University of Chicago

ARCHITECT: Eero Saarinen and Associates

ASSOCIATE ARCHITECT: J. Lee Jones

BUILDER: S. N. Nielsen Company



HENRY K. BEARD RESIDENCE

Barrington, Illinois



★ HONOR AWARD ★

For Residential Building



ARCHITECT: Edward D. Dart

BUILDER: English Construction Company

CITATION: The Jury particularly admired the arrangement of this house and the manner in which the potentialities of the site were developed. The site overlooks a large lake to the south and a smaller lake to the north. The crest on which the house is situated is divided by a shallow ravine in the middle which is used as an entry drive, walk and carport. The "bridge" above this consisting of a screened porch, kitchen and dining room offers excellent views in all directions as well as cross ventilation, and provides an effective visual and acoustic separation between the privacy of the bedroom wing and openness of the living room. The owner of the house is a noted organist and his wife a well-known concert soprano. The high ceilinged living room takes full advantage of the view and was designed to accommodate 50 people for occasional recitals. A pipe organ, to be installed this spring, will add greatly to the beauty of the room. The plan is efficient and results in interesting spaces, particularly in the study-bedroom arrangement.



Monroe Building

★ HONOR AWARD ★

For Craftsmanship

TO

ILLINOIS BRONZE WORKS, INC.
Chicago, Illinois

CITATION: The Jury felt that rather than give the citation in this case to any one particular building the Illinois Bronze Works should be commended for obviously outstanding general excellence in exterior and interior metal work, from curtain walls, partitions, etc., to details of hardware, executed and installed with care for the design result and fine craftsmanship.



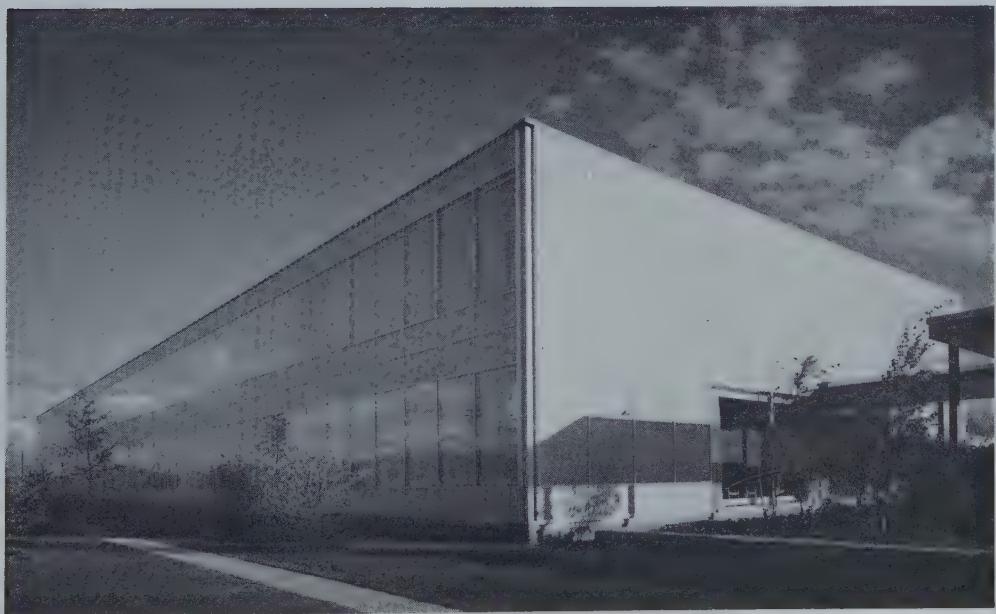
Presbyterian-St. Lukes Hospital Addition



Burroughs Corporation



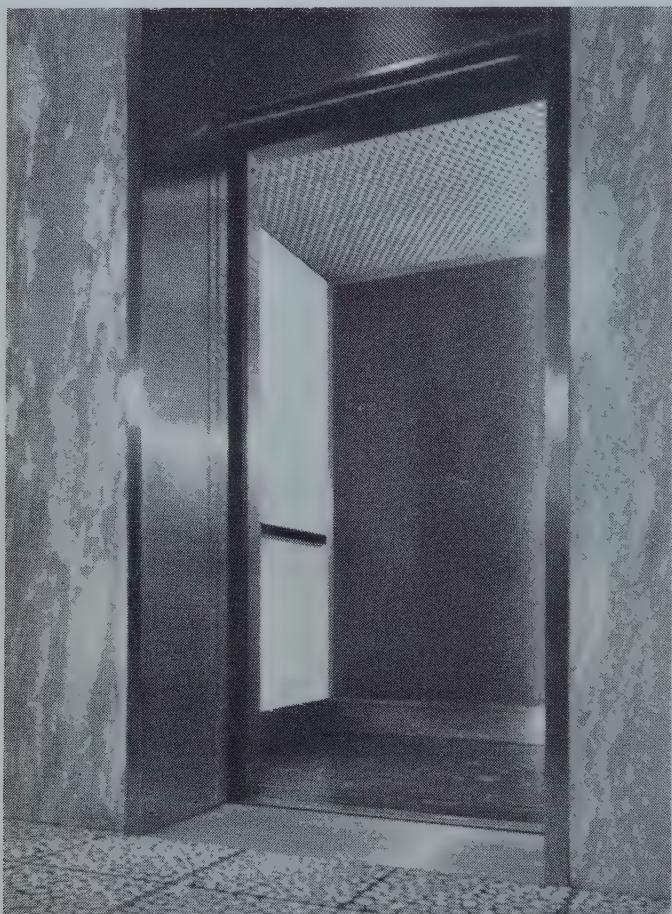
Illinois State Psychiatric Institute



Avon Products, Inc.—Cosmetics

★ HONOR AWARD ★
For Craftsmanship

W. S. TYLER COMPANY
Cleveland, Ohio



CITATION: For superior craftsmanship in the use of modern material for the entrances to and interior of elevator cabs in the Borg-Warner Building. The jury felt that both the exterior and the interior of these elevator cabs were an instance of fine contemporary craftsmanship carrying out use of a modern material with great finesse and obviously high-class workmanship.



CITATIONS OF MERIT

★ For Commercial Building ★

KLM CHICAGO TICKET OFFICE



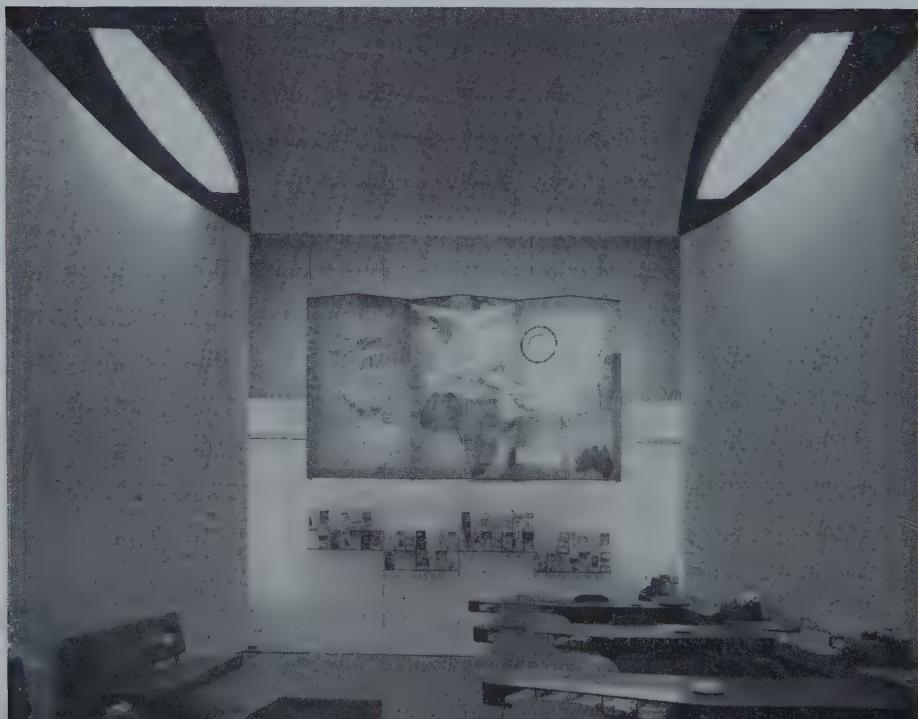
OWNER: KLM

— Royal Dutch Airlines

ARCHITECT: Harry Weese & Associates

BUILDER: Inland Construction, Inc.

CITATION: The Jury felt that in a small space used for waiting, selling and display, the architect had related these three functions well, and that the design had been consistently and very handsomely, adroitly handled.





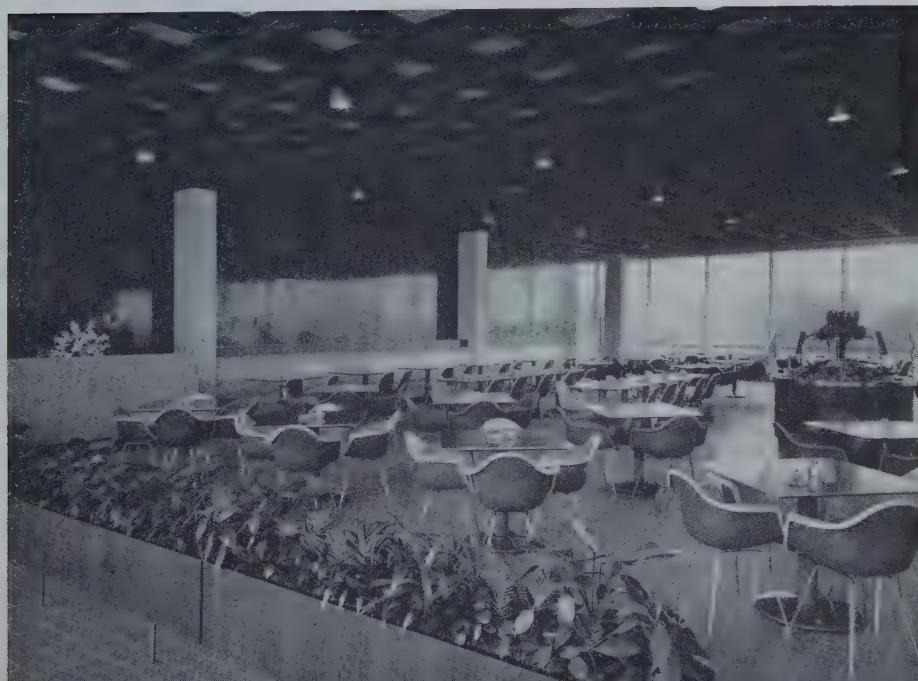
★ CITATION OF MERIT ★

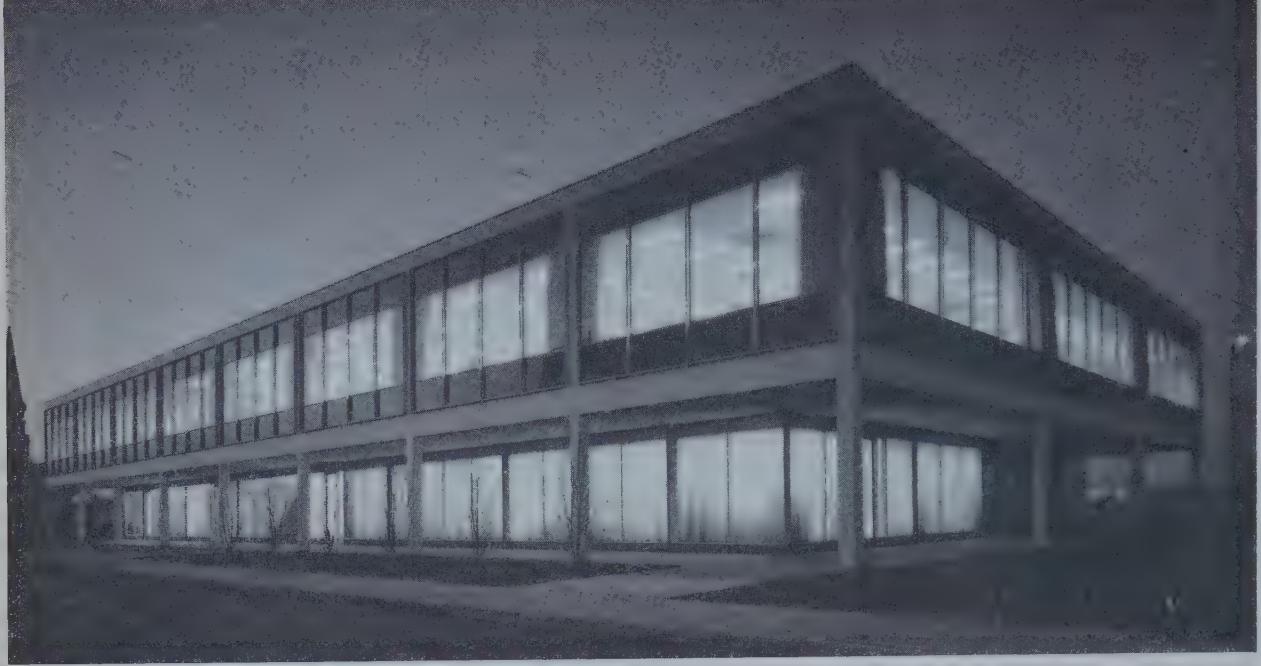
RESTAURANT AND SERVICE AREAS Northern Illinois State Toll Highway

OWNER: Illinois State Toll Highway Commission

ARCHITECT: Pace Associates

CITATION: The Jury thought that these structures, alongside of and straddling the highway, were a difficult problem well handled in plan and esthetic result. Service facilities are convenient and adroitly planned, and the restaurant is a pleasant space with an interesting view.





★ CITATION OF MERIT ★
For
Commercial Building

LAKE MEADOWS OFFICE BUILDING

Chicago, Illinois

OWNER:
New York Life Insurance Company

ARCHITECT:
Skidmore, Owings and Merrill

BUILDER:
Turner Construction Company

CITATION:
This small office building in the Lake Meadows Development, the Jury considered a very distinguished addition to the area. The second floor is rented to a single tenant, and the flexible professional rentable station on the first floor, surrounded by an arcade, seemed well planned. The simple but pleasantly scaled steel and glass structure painted white is well related to the other Lake Meadows buildings.



★ CITATION OF MERIT ★

For

Industrial Building



GROEN MANUFACTURING COMPANY

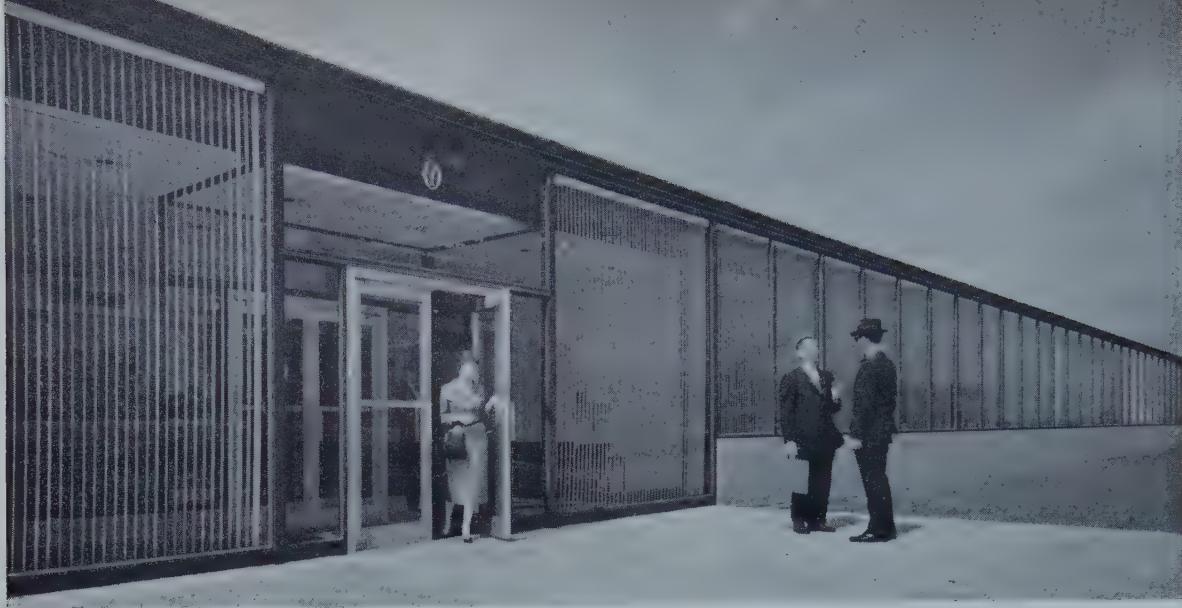
Elk Grove, Illinois

ARCHITECT: Hausner and Macsai

ASSOCIATE ARCHITECT: A. J. Del Bianco and Associates

BUILDER: Centex Construction Company

CITATION: This is an individual plant in which the office area with its open glass walls and the factory area with its top strip lighting seemed to the Jury to be individually well designed and were well related to one another.



★ CITATION OF MERIT ★
For
Industrial Building

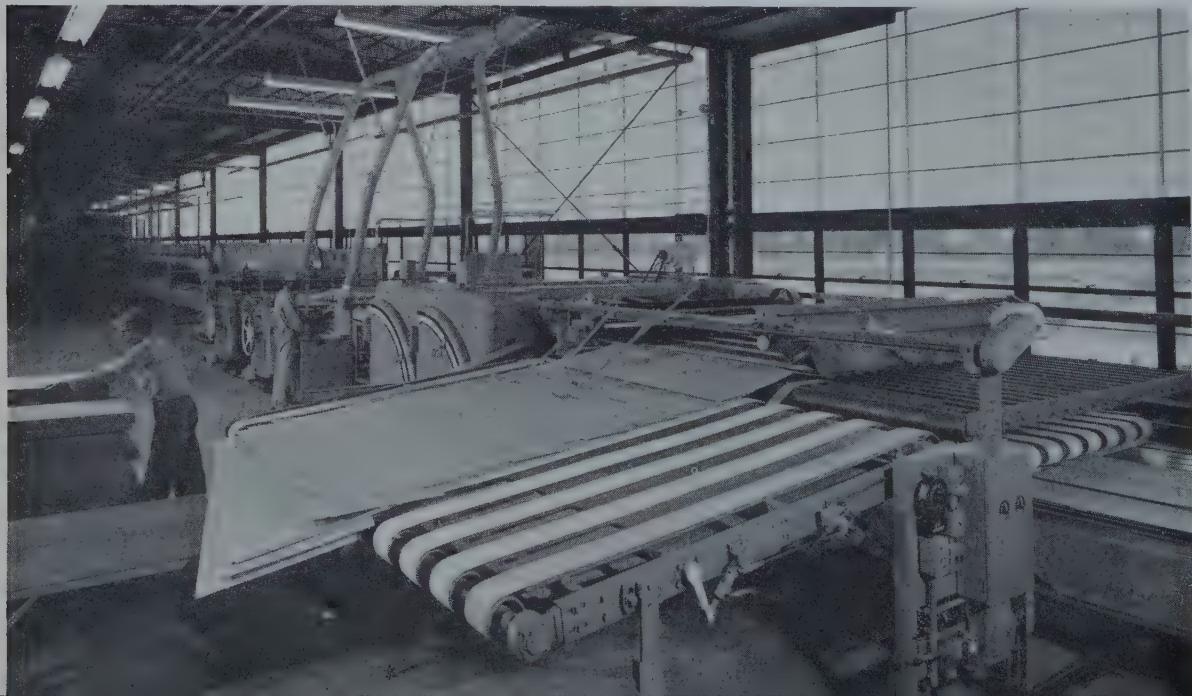
OWENS-ILLINOIS GLASS COMPANY — PAPER PRODUCTS DIVISION

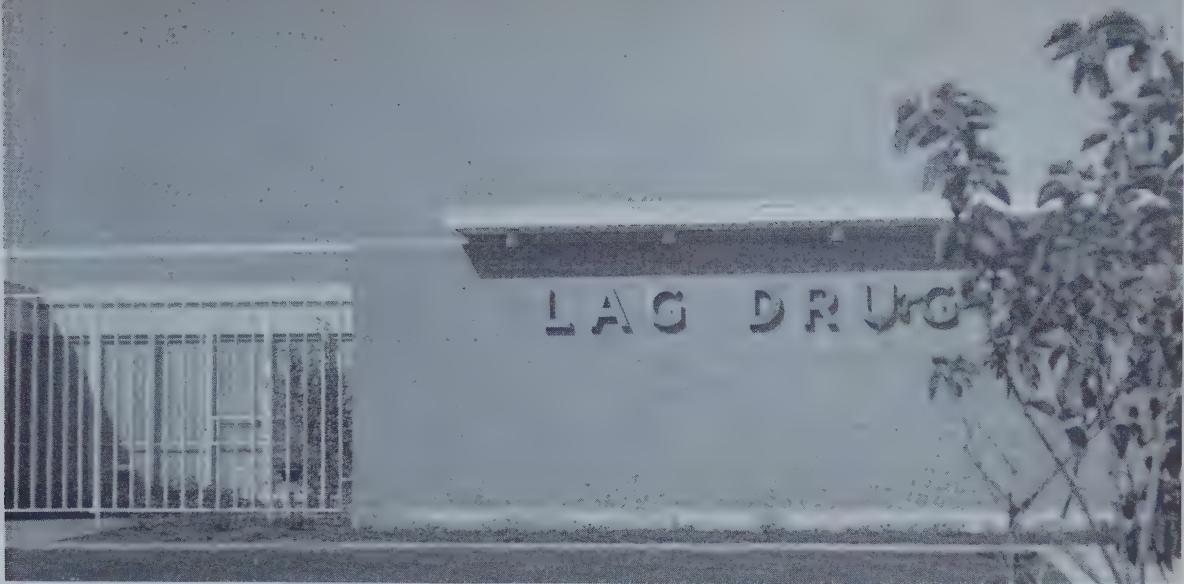
Chicago, Illinois

ARCHITECT: Skidmore, Owings and Merrill

BUILDER: Luria Engineering Company

CITATION: The Jury felt that there was a particularly good relationship in this plant between the production and the administration areas. There is a skillful use of the client's curtainwall system, well integrated in design with the pre-cast concrete panels.





★ CITATION OF MERIT ★
For
Industrial Building

LAG DRUG COMPANY, INC., OFFICE AND WAREHOUSE

Chicago, Illinois

ARCHITECT: Robert McCracken and Associates

BUILDER: William E. Burger Company

CITATION: This production and distribution plant raises the level of design in the neighborhood in which it is located. The automated processes in the plant themselves have been solved and pleasantly designed with simple materials and inexpensive but carefully thought-out details. The two courts facing on the street are attractively handled.





★ CITATION OF MERIT ★
For
Industrial Building

ARTAG PLASTICS CORPORATION
Chicago, Illinois



ARCHITECT: A. J. Greenberg - Mark I. Finfer

BUILDER: Rosenfeld Brothers and Evanger Construction Co.

CITATION: This small industrial plant is designed in a dignified manner and is well related to its neighborhood. The office entrance is integrated with the rest of the building, the lobby is extremely attractive, and the work areas are orderly and well-lighted.

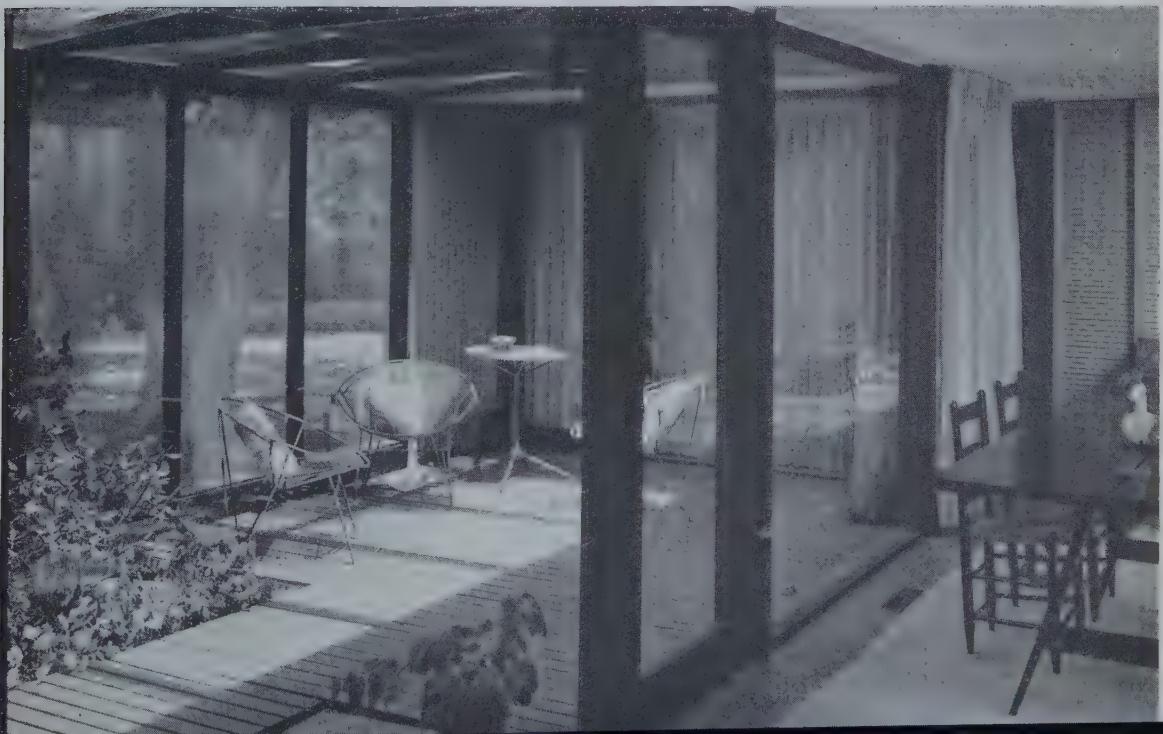


★ CITATION OF MERIT ★
For
Residential Building

EDWARD D. DART RESIDENCE — Barrington, Illinois

OWNER AND ARCHITECT: Edward D. Dart

CITATION: The Jury particularly commended the pleasant adaptation of this house to its fine site and the way in which privacy had been maintained within a quite open plan. The handling of the greenhouse porch was admired and the relationship of the second floor bedroom wing to the main first floor block was considered especially successful. The plan seems to work well throughout and circulation is excellent. Materials — mainly wood and glass — are well used.



★ CITATIONS OF MERIT ★



PRAIRIE SHORES APARTMENTS
Chicago, Illinois

ARCHITECT:
Loebl Schlossman and Bennett

BUILDER:
Sumner Sollitt Company

CITATION: The Jury commended this continuing project of large-scale apartment buildings because of its well detailed wall module, the staggered plan which reduces the apparent length of the corridor, and its good unit apartment planning. Materials are well used, the lobby is attractive, and parking areas and the ultimate landscaping are well handled.



For Residential Buildings



TOWN AND COUNTRY MOTEL

Chicago, Illinois

ARCHITECT: A. J. Greenberg — Mark I. Finfer

BUILDER: W. O. Brockert Construction Company

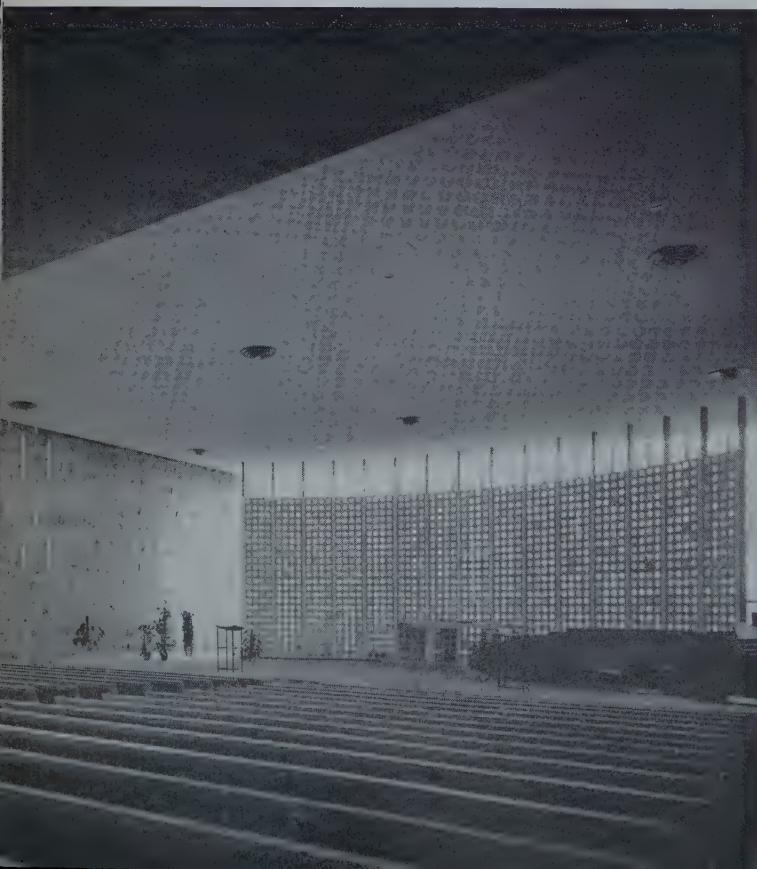
CITATION: The Jury felt that this building was outstandingly better than most of the motels which are surrounding our urban areas. The plan is simple and effective with good control and good circulation. The individual rooms are attractive spaces well furnished. Relation to parking and the swimming pool is good. The Jury wished that the signs could have been better controlled and designed in relation to the architecture.



★ CITATIONS OF MERIT ★



CITATION: The Jury thought that this was a dignified building and that the concept of a single open space subdivided only by a glass partition and by the balcony with its exposed stairs was a strong idea. Some members of the Jury felt that the vertical openings might be distracting and screen could have been more muted in color.



FAITH UNITED
PROTESTANT CHURCH
Park Forest, Illinois

ARCHITECTS: Schweikher,
Elting and Bennett

BUILDER: E. W. Sproul
Construction Company

For Church Building

ST. AUGUSTINE'S
EPISCOPAL CHURCH

Gary, Indiana



CITATION: The Jury felt that the roof form was not only esthetically pleasing but had a feeling of religious "aspiration." The building is well situated on its site and the end facades are extremely well composed. The interior, including furnishings and lighting, was commended, although there was disagreement about the esthetic success of the arch forms on the inside of the building.



OWNER: Bishop and Trustees of the Episcopal Diocese
of Northern Indiana

ARCHITECT: Edward D. Dart



★ CITATIONS OF MERIT ★

EDWARD I. SCHAFER SCHOOL Villa Park, Illinois

OWNER: Board of Education, District #45

ARCHITECT: Brooks Buderus

BUILDER: Chell and Anderson, Inc.



CITATION: The Jury thought that this was an excellent plan, with the individual classrooms in all cases nicely related to courts and open spaces. Expansion possibilities are carefully studied. Use of materials, and the structure, were commended as being well selected and well related to the plan of the building and to its expression.



FOR EDUCATIONAL BUILDING



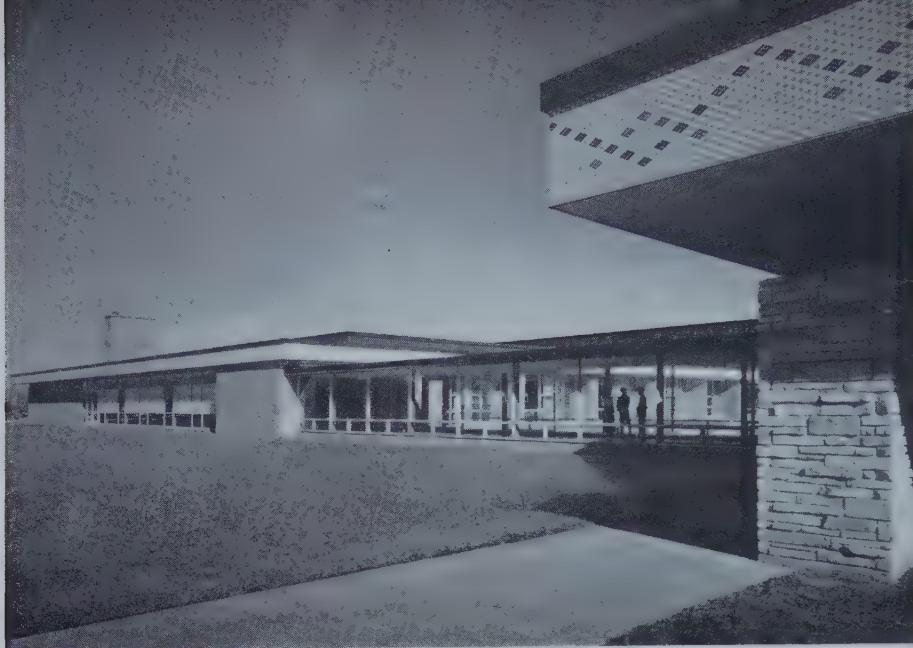
JOHN J. PERSHING
ELEMENTARY SCHOOL
Chicago, Illinois

OWNER: Chicago Board of Education

ARCHITECT: Skidmore, Owings & Merrill

BUILDER: Lee Construction Company

CITATION: This is a small elementary school — a common problem too often accomplished without distinction — which in this case is designed with great good taste and excellent detail throughout. The entrance is inviting and the individual classrooms seemed most successful as teaching spaces.



★ CITATIONS OF MERIT

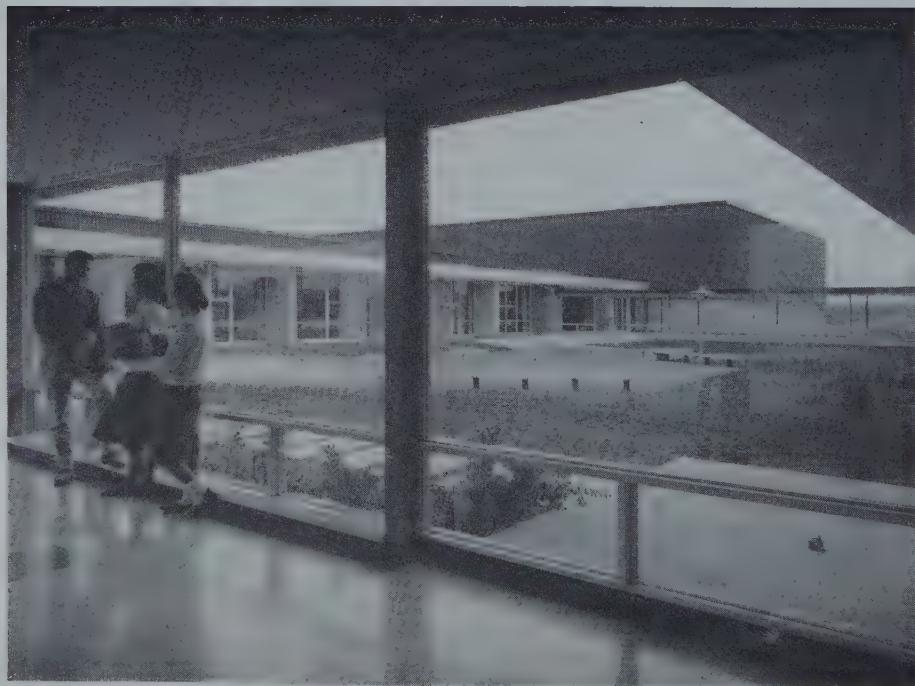
HOMEWOOD-FLOSSMOOR HIGH SCHOOL

OWNER: Community High School, District #233

ARCHITECT: Perkins and Will

BUILDER: Edward Gray Corporation

CITATION: This is another common problem today and a difficult one to solve without making the campus seem institutional and overwhelming. The Jury felt that this school has a pleasant child's scale and that its detail was consistent throughout. Relationship of the academic wing to the central facilities is particularly good and the library is an attractive space, well-located. Relationship to the site and its open areas was commended. The individual classrooms appear to be well lighted and inviting.





FOR INSTITUTIONAL BUILDINGS ★

RICHARD J. FINNEGAN MEMORIAL LABORATORY
at La Rabida—University of Chicago Institute

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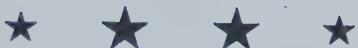
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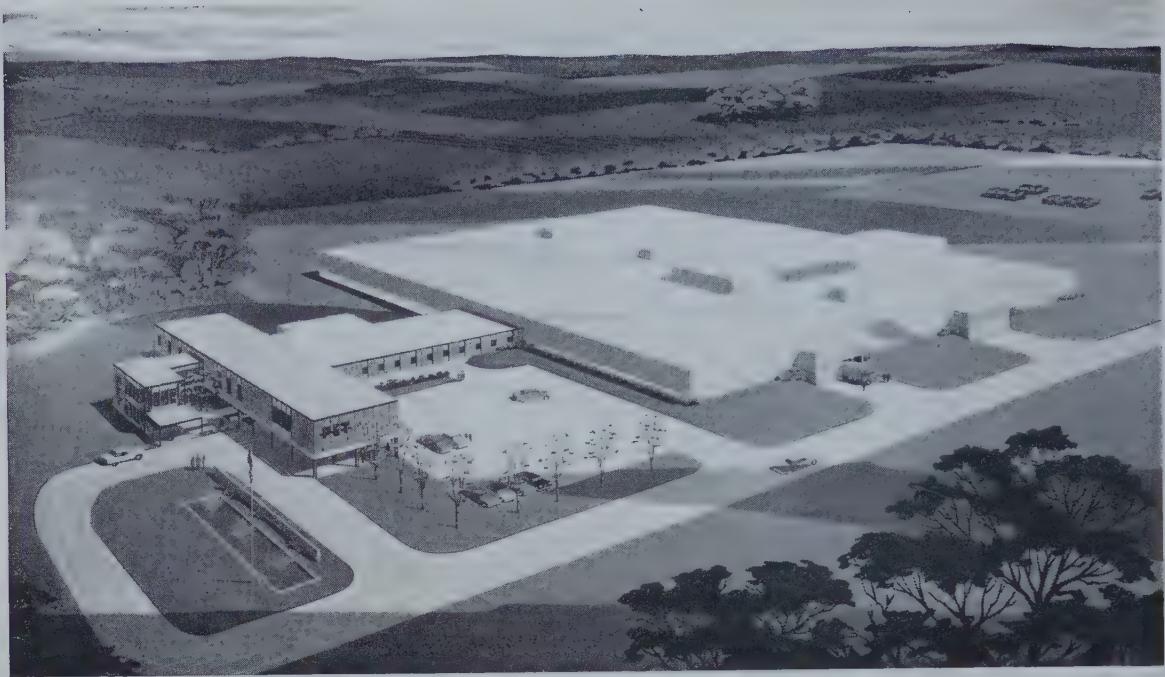
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Honor Award Winners — 1955 - 59

NINETEEN SIXTY is the sixth consecutive year in which the Chicago Chapter of the American Institute of Architects and the Chicago Association of Commerce and Industry have jointly sponsored the Architectural Honor Awards Program. Following are the honor award winners in the years 1955-1959 inclusive:

1955 Honor Awards

For Industrial Buildings — Sawyer & Biscuit Company. Architect: Skidmore, Owings and Merrill; Contractor: George A. Fuller Company.

For Commercial Buildings — Village Market. Architect: Mittelbush and Tourtelot; Contractor: William Joern and Sons.

For Institutional Buildings—Saint Patrick's High School. Architect: Belli and Belli; Contractor: J. W. Snyder Company. Veterans Administration Research Hospital. Architect: Schmidt, Garden and Erickson; Contractor: O'Neil-Kenny Construction Company.

For Residential Buildings — Lake Meadows Apartments. Architect: Skidmore, Owings and Merrill; Contractor: Turner Construction Company.

Miscellaneous Group — American Bar Center. Architect: Holabird and Root and Burgee; Contractor: Turner Construction Company.

For Woodwork — Woodwork Corporation of America. Hartmann-Sanders Company.

For Superior Craftsmanship in Architectural Metal Work — Hagerstrom Metalcraft Studio. Rippel Architectural Metals.

For Terra Cotta Work — American Terra Cotta Corporation.

1956 Honor Awards

For Commercial Buildings — Prudential Building. Architect: Naess and Murphy; Builder: George A. Fuller Company. Hubbard Woods Fashion Center. Architect: Cone and Dornbusch; Builder: Hope Construction Company.

For Commercial Building Alterations — American National Bank and Trust Company. Architect: Skidmore, Owings and Merrill; Builder: Gerhardt F. Meyne Company.

Special Group — Parking Facilities — City of Chicago.

For Institutional Buildings—Highland Park High School. Architect: Loebl, Schlossman and Bennett; Builder: Gust K. Newberg Construction Company. Elliott Chappel of the Presbyterian Home. Architect: Schmidt, Garden and Erickson; Builder: William E. Schweitzer and Company.

Miscellaneous Groups — National

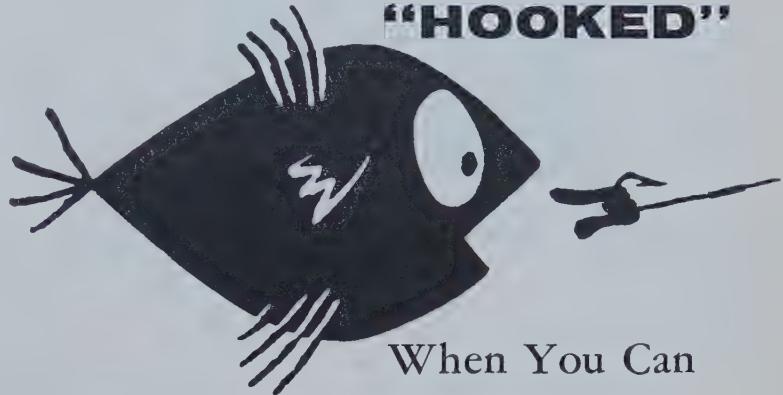
Headquarters Building, National Congress of Parents and Teachers. Architect: Holabird and Root and Burgee; Builder: Poirot Construction Company.

For Outstanding Creative Work in the Fine Arts — Sylvia Shaw Judson .

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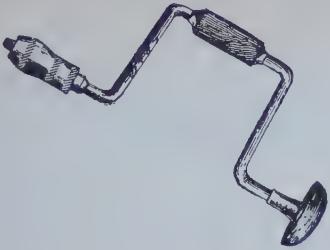
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See page 56

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The Chess Pavilion. Architect: Maurice Webster; Contractor: R. C. Wieboldt Company.

Dunbar Vocational High School, Architect: Holabird, Root and Burgee, Contractor: Joseph J. Duffy Construction Company.

Parking Facility Number 6. Architect: Holabird, Root and Burgee; Contractor: Herlihy Mid-Continent Company.

3950 Lake Shore Drive. Architect: Shaw, Metz and Dolio; Contractor: Crane Construction Company.

American Dental Association Building. Architect: Childs and Smith; Contractor: Gerhardt F. Meyne Company.

Continental Can Company, Inc. Architect: Schmidt, Garden and Erickson; Contractor: George A. Fuller Company.

Marshall Field and Company Building—Old Orchard Business District. Architect: Loebl, Schlossman and Bennett; Contractor: Inland Construction Company.

Carson Pirie Scott and Company—Edens Plaza Shopping Center. Architects: Welton Beckett and Associates; and Graham, Anderson, Probst and White; Contractor: George A. Fuller Company.

1958 Honor Awards

For Industrial Building—Avon Products Office and Laboratory Building. Architect: Skidmore, Owings and Merrill; Contractor: Chell and Anderson, Inc.

For Commercial Building—Inland Steel Building. Architect: Skidmore, Owings and Merrill; Contractor: Turner Construction Company.

For Residential Building—900 Esplanade Apartments. Architects: Friedman, Alsuler and Sincere Associate Mies van der Rohe; Contractor: Herbert Construction Company and Sumner Collitt Company.

For Residential Building—Residence of Mr. and Mrs. McCormick Blair. Architect: George Fred Keck and William Keck; Contractor: Carroll Construction Company, Inc.

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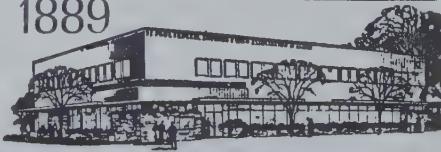
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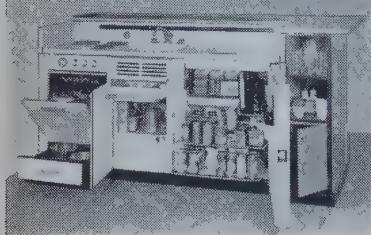
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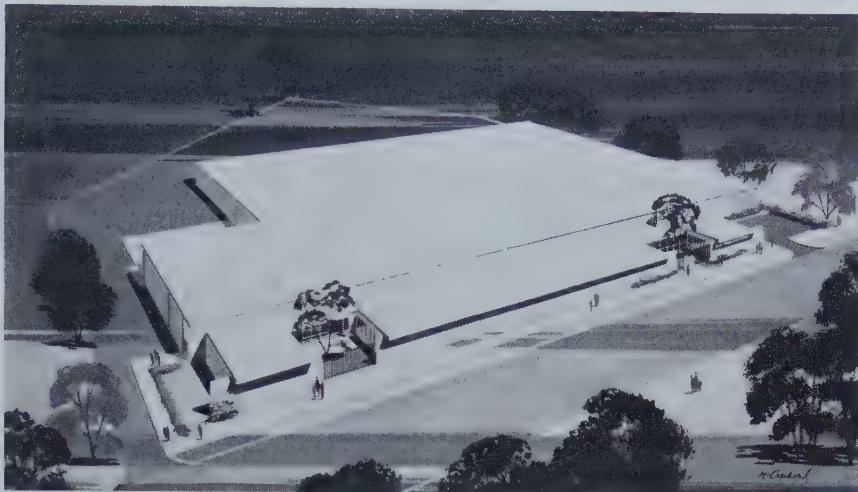
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Chicago Sun-Times Building. Architect: Naess and Murphy.

For Rehabilitation and Alterations—332 North Michigan Avenue Office Building. Architect: Barancik, Conte and Associates.

1959 Honor Awards

For Commercial Building—International Minerals & Chemical Corporation. Architect: Perkins & Will; Builder: Turner Construction Company.

For Residential Building—Residence of Mr. and Mrs. Harold Levin. Architect: George Fred Keck-William Keck; Builder: Roberts Construction Company.

For Residential Building—Drexel House and Gardens Project. Architect: Bertrand Goldberg Associates; Developer: Arthur Rubloff and Company.

For Educational Building—Gompers Junior High School, Joliet. Architect: Skidmore, Owings and Merrill; Associate Architect: Levon Seron; Builder: Mercury Builders, Inc.

For Church Building: The Unitarian Church of Evanston. Architect: Schweikher, Elting and Bennett; Builder: Corbetta Construction Company, Inc.

For Fine Arts: To Richard A. Lippold, Sculptor, for Sculpture in Inland Steel Building Lobby. Architect: Skidmore, Owings and Merrill.

Building the City

(Continued from page 35)

ancestor hailed—and in which he took pride.

In the words of the writer of Psalm 122 lies the challenge I would like to put before you. The words are "at unity in itself." They apply to architecturally distinguished buildings; the challenge is to make them apply also to the whole city of which those buildings are a part—to create a whole city "at unity in itself."

This challenge may seem, at first glance, an impossibility. The American city has become such a sprawling complexity that it baffles even the experts. In the past 100 years, our population has shifted its base from a rural to an urban location. Only about 37 per cent of all Americans live in rural areas today. And we



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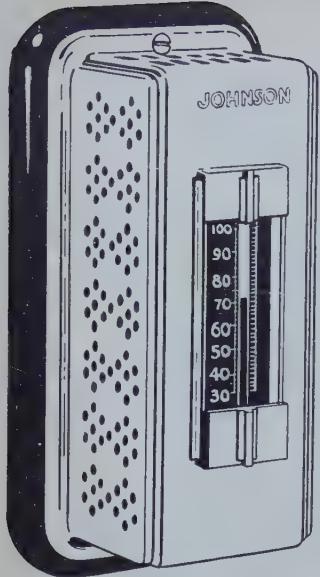
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Congratulating winners of bronze plaques following luncheon are (l) Ferd Kramer and Samuel A. Lichtmann; Holding plaques are J. Lee Jones, Associate Architect of the honor award winning Law School building of the University of Chicago and Henry K. Beard, owner of the Barrington home which received an honor award (r)

have seen only the beginning. By 1975, the experts predict that 70 per cent of the population will be living in metropolitan areas alone.

We have heard this before and are familiar with it. Fortunately, the number of knowledgeable persons concerned is growing enormously. In Detroit, last year, at a corporate executives seminar, the Committee for Economic Development's area development director Robert H. Ryan called the urban-metropolitan problem "without doubt the most serious" of our local economic problems.

To recognize the problem in these terms, and to describe it as a crisis, is one thing; to face that problem squarely and to begin really to deal with it effectively is another. I want to suggest that we look to our ultimate goal, that we get our eyes off the problem and onto what we want our cities to be.

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formulating objectives, organizing to achieve them, establishing and carrying out a program, periodically measuring progress. Nothing less than the same kind of purposeful procedure can make our cities what we and the rest of our people want them to be.

Historically, cities were born of necessity — physical necessities of food, shelter and protection, as well as human necessity for the warmth of togetherness with other human beings. The root word for city, in fact, had a dual meaning: the place where the clans or "dear ones" gathered, or a fortified town, as in the word, "Citadel."

I recently learned that the first town of which we have any record — Jarmo in the Kurdish foothills



Faith United Protestant Church, Park Forest, citation of merit winner, is the center of attention for this group. Left to right they are: Carl Fritch, representing the builder, E. W. Sproul Construction Co.; Frank Klein, representing the church; and Winston Elting, representing Schweikher, Elting & Bennett, Associated Architects

of Northern Iraq — grew up sometime around 5000 B. C. when a tribe of nomads settled down to wait for the ripening of their winter's food supply. In the thousands of years since Jarmo's first harvest was gathered, the city has been the perennial cradle and transmitter of civilization.

The word "citizen" changed very little from its basic, historic meaning: one enjoying the city's freedom and privileges; a person who owes allegiance to a government and is entitled to protection from it. In modern terms, however, the ancient



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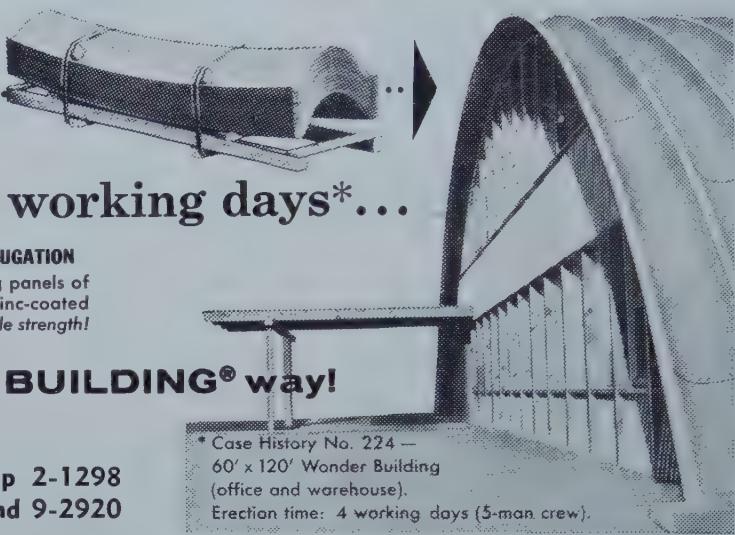
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definition carries with it some contradictions. Today's citizen owes allegiance to city, state and nation, but—as if that were not enough—in a city like Chicago, he's a citizen of the entire urbanized area, not just the community in which he lives. How, without becoming schizophrenic, can he comprehend and perform all his civic duties? In more and more cities, he is a suburbanite or exurbanite. How can such a man give due allegiance both to the mother city that gives him his livelihood and to the community where he lives and brings up his family?

One answer, it seems to me, is to be found in the business community which does business in the metropolitan area as a whole. Businessmen must think beyond municipal boundaries for their markets, for raw mate-



Wilmont Vickery (r) representing the architectural firm of Perkins and Will points to an interesting feature incorporated in the citation of merit winning Homewood-Flossmoor High School building. Looking on (l to r) are Robert Gray, representing the builder, Edward Gray Corp. and Dr. William O. Woodworth, Superintendent of Homewood-Flossmoor Community High School

rials and supplies, for personnel. Can we not look to this kind of thinking in the operations of business for the affairs of the city? Perhaps we should coin a new term for this citizen of the metropolis and call him a "metro-zen."

But, what of other citizens? What of the slum dweller? How can he enjoy the city's "freedom and privileges?" Yet we have a million more people living in slums than on farms—and who can say that these unfortunates are less valuable citi-

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most deeply intertwined. Human values are fundamental to America and Americans. Rather than apologize, we can take pride in our own concern, and our city's concern, with these values. We can take pride in the beauty of individual buildings. We can take pride in striving for beauty in our cities. For beauty is a strictly human quality which only human beings are capable of appreciating. Hence, beauty inspires people. And slums are neither beautiful nor inspiring to the people of a city.

But, you may say, the task is so enormous. Aren't we doing all we can do? And aren't we making great progress in all aspects of city and regional planning? And in urban renewal — that marvelous new tool to make plans come true?

It's true that city and regional



Prairie Shores Apartments received a citation of merit award. Shown above are (l to r) Norman J. Schlossman of Loeb, Schlossman & Bennett, Architects; Maurice A. Pollak of Draper & Kramer, Inc. and Sumner Sollitt, who heads the Sumner Sollitt Company, builders

planning have seldom if ever had more attention than they do today. Planning as a government function has become accepted among large cities and a significant number of small municipalities. Last year, all major cities had actual planning programs as continuing staff operations, and nearly 80 per cent of all incorporated places with populations of over 5,000 had planning boards.

But planning commissions can't do the whole job. One of the chief reasons is that the phenomenal growth America is experiencing is occurring where there is little or no planning, where technicians are

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Edward D. Dart (l) architect, who became the first to win three awards in one year, is shown with the Rev. Wallace L. Wells, pastor of St. Augustine's Episcopal Church, Gary, Indiana, examining photographs of the church

either very scarce or non-existent.

The fact that 80 per cent of all cities over 5,000 have planning boards sounds very good. But, of those, only about a thousand have technical staffs or consultants and only a few hundred have full-time professional directors.

You only have to go out for a drive on Sunday to see that it's the fringes of our cities that are experiencing the mushroom growth. But, paradoxically, it is in those fringes that we have the smallest technical force to guide the growth. And it is only in a very few of our metropolitan areas that truly metropolitan planning for the whole urbanized area is being done.

One of the very good beginnings is the pioneer effort in Illinois. The Northeastern Illinois Metropolitan Area Planning Commission seems to me to make great good sense in its coordination of plans for land use, transportation, water, sewage disposal, drainage, flood control, pollution abatement, schools, parks, recreation, government services, and civic design. This is a prime example of an attempt to look at the related problems as a whole instead of tackling them piecemeal and in duplicating or competitive efforts.

But the challenge of cooperative human effort this commission represents is truly of staggering proportions. It is the challenge primarily of getting enough of the citizens of the metropolis to think and act in regional terms for the building of

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greater city, not just a bigger one, to cope with size in terms of quality. In striving for better quality where conditions are the worst, we're learning how to use the tools of urban renewal. Here, too, if we recognize that eleven years is a relatively short time in human affairs, we can say we have made some progress since the Housing Act of 1949. Today's box score shows that 656 urban renewal projects are underway in 391 localities. In 21 places, 26 of these have been completed. Again, we in ACTION have become accustomed to looking to Chicago for leadership.

Nowhere in America is there a more intensive and comprehensive effort to save a neighborhood from complete destruction by blight than in your Hyde Park-Kenwood urban renewal project. There is no better demonstration than the replacement of slums by the magnificent New York Life Insurance Company and Prairie Shores apartments in Chicago's south side. In legislation, network of neighborhood groups under the Association of Community Councils and the Metropolitan Housing and Planning Council, scope of proposals for downtown and near downtown, Chicago is a leader.

To my knowledge, no other city has measured the results of all its efforts in housing the way Chicago did in comparing the statistics of the Housing Inventory of 1956 with the Census of 1950. The purely private new construction downtown and on the Lakefront is a wonder to your visitors. And let me note that no similar organization has a stronger record of promotion and support for many of these activities than the Chicago Association of Commerce and Industry.

But let us be ever mindful that scattered projects here and there simply do not add up to a city renewed. Under our system, cities are built and rebuilt largely by a multiplicity of private decisions of individual businessmen. Two recent examples in the heart of Chicago are the new Inland Steel and Prudential Life Insurance buildings. They are beautiful additions to the downtown area. It is a noble thing and a difficult task to erect a great building. But it is even a more noble thing to make it part of a great and efficient and beautiful city. If all our new buildings, from office build-

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ings to single-family houses are to add up to a city "at unity in itself," we need to infuse in all our citizens great civic pride.

The kind of civic pride I'm speaking of requires in some of us a change in our way of thinking. We must learn to think in such a way that our private decisions are made in terms of what is required for civic accomplishment. Sometimes we may have to modify our own immediate personal or corporate desires, make some sacrifices from looking at our genuine self interest in longer range and in relation to the common good. The Greeks had a word for anyone who lives entirely in his own private world. That person was called an "idiot." I believe we have to avoid being "idiots" if we're to make our cities great.

Share Knowledge

ACTION was formed to bring business and civic leaders together with public officials and professionals—to draw them beyond their private worlds into sharing each other's knowledge and points of view in respect to problems of housing, slum clearance and urban renewal. I have mentioned that our emphasis has evolved from problems to goals and solutions. It has developed beyond housing to include all the functions and facilities of the city, and to regard "the city" as the whole of the urbanized area—the central city and its suburbs as well as smaller cities and towns.

Within the ACTION family, we regard as one of our most important achievements the narrowing of differences and strengthening of common cause. Some sharp corners of disagreement have been rounded by sitting around the same table. Those who differed mightily as to the means strengthened their agreement as to the ends.

It is becoming increasingly apparent that those cities which are really making progress in creating a better environment for living and working are those in which the business community has joined forces with political leadership and the machinery of local government. In Pittsburgh, Philadelphia, Detroit, New Haven—as well as in Chicago—businessmen are bringing the enterprise of private enterprise to the public enterprise in city building and rebuilding. I don't mean to over-emphasize

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the role of businessmen, for their mistake is to think they can work alone without other elements of the community. They can't, of course.

Again, I am struck by Chicago's fine cooperative endeavor between businessmen and those whose work is good design. But businessmen have long been content to sit in the cheering section, applauding or booing those on the field. We don't want to cut down the cheering section, but we need more players. We need businessmen to take positions of leadership, not just to send their money or a third-echelon employee.

It is important to achieve demonstrations and experimental projects requiring special investment capital, as is the case with the Purdue-Calumet Development Foundation in this area. Employes on the ball field are important, too, and we applaud the leadership of Sears, Roebuck and Company for the nation-wide participation of its employees in large and small urban renewal undertakings. But we need more of the kind of leadership of Ferd Kramer, of your late and beloved Earl Kribben, of Richard K. Mellon, of David Rockefeller, of Laurence Kimpton.

A year and a half ago, ACTION conducted an all-day orientation conference for the officers and local managers of an electric utility company in the east. A year later, the company reported that its officers were serving in key posts with the urban renewal and planning agencies in the six largest cities the company serves. We need more businessmen to accept such positions of responsibility where they must stand up and be counted on difficult decisions which must be made. We need more businessmen to accept assignments they usually steer away from, such as testifying on legislation before legislative bodies. Most of all, we need the ingenuity of private enterprise in finding new solutions to old problems in community well being.

Part of the plant of every business is the city and cities in which that business operates. None is contained within its own four walls. My plea is for an increase of attention to the larger plant in which business is done, and from which the satisfactions of living and working are derived. This is a call for civic statesmen, for men who take pride in their achievement of a truly great city.

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Embryonic Scientists

(Continued from page 16)

ir started as a major project. He rmed a business-education advisory ommittee that raised some \$25,000 to finance a citywide fair, with eliminations in the city's 16 (now 18) hool districts and the finals at the Museum of Science and Industry.

Members of his committee were: Carl O. Ehrhardt, assistant vice president, Illinois Bell Telephone Co., vice chairman; Dr. Simeon E. Leland, chairman, education committee, Chicago Association of Commerce and Industry; Major Lohr; Robert L. Gilligan, president, The Pure Oil Co.; R. Douglas Stuart, board chairman, The Quaker Oats Co.; Edward Logelin, vice president, U. S. Steel Corp.; John L. McCaffrey, board chairman, International Harvester Co.; Leonard P. Spacek, managing partner, Arthur Andersen and Co., and Superintendent Willis.

Why did Kahler do it? "Well," said one of his associates at Illinois Bell, "he's always been interested in young people, and he saw the tremendous possibilities of helping young scientists through the Student Science Fair."

Kahler himself said: "In this new age of earth satellites and guided missiles, science is receiving more attention on all sides than in any previous period in history. We must recognize without delay the needs of business for teachers if we are to produce more and better trained scientists and engineers."

He praised the science teachers for their work in pioneering the fair and emphasized that any help industry can give them should be channeled through the science fair organization. He listed these objectives for 1958, thereby setting the pattern for subsequent fairs: obtaining more savings bond awards and science scholarships for youngsters winning top honors at the fair; entering more Chicago exhibits in the state and national finals—and making it possible for the youngsters and their teachers to go along; securing special industry awards for outstanding exhibits; holding a science dinner for finalists, teachers and judges at which nationally known scientists speak; a presentation of awards ceremony, attended by prominent figures in the world of science.

Each exhibitor selected to repre-

sent a school district receives a \$25 U. S. savings bond. Four awards are made for each of the six categories represented by high school exhibits and to the general science category for the best sixth, seventh and eighth grade exhibits.

Gold, silver and bronze keys are awarded to winners of first, second and third places, with fourth place winners getting an honorable award certificate—36 awards in all each year. From this group of 36, four "outstanding" awards are made to the winners of the finals at the Museum of Science and Industry. These provide additional savings bonds in denominations of \$100, \$75, \$50 and \$25.

In addition, a number of special

science fair scholarships are granted to high school seniors on the basis of interest in science education, scholarship and need. Still more—there are a number of special industry awards and trips.

Often amazing, exhibits at the fairs have proved that youngsters sometimes are ahead of older scientists. As far back as the first fair in 1951, there were offshoots of earth satellite models. Other exhibits have included burglar alarm systems, space ships, space ship launching fields, robots, atom reactors, sun-powered radios, cyclotrons, automatic electric elevators, and wind tunnels. In the field of biology, there have been studies in behavior reflexes, butterflies, moths, chorella

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(said to be a food of the future), heredity, blood and teeth. And students have made presentations on man-made rubber, crystals, plastics and water filtration.

After Kahler got the fair off the ground in 1958, Ed Logelin took over in 1959 and did another noteworthy job as chairman of the business-education advisory committee. His committee consisted of:

Thomas C. Daly, U. S. Steel Corp., vice chairman; Barney B. Cohen, Funston Elementary School; P. C. White, Standard Oil Co. (Indiana); Henry Jaris, Washington High School; Frederick J. Ashley, Bruce Mitchell and MacMaster, Museum of Science and Industry; John Courtney, Sears, Roebuck and Co.; Joseph P. Daneluk, International Harvester Co.; David J. Heffernan, assistant to the general superintendent of schools; Glenn Bute, Hyde Park High School; Gerald J. O'Connor, Farragut High School; David Ferguson, U. S. Steel; Helen Conlon, Wright Junior College; the late Volney B. Fowler, Electro-Motive Division of General Motors; Col. Arthur T. Sauser, Chicago Public Schools R.O.T.C.; and Lawrence E. Klinger, Illinois Junior Association of Commerce and Industry.

Under Logelin's leadership, funds again were raised from business and industry and the fair continued to grow in size and effectiveness. In 1959, a total of 3,973 students from 395 schools participated and the number of exhibits in the district fairs totaled 2,050. Of these, 215 were selected for the City Fair finals — on the same basis as in 1958.

Logelin told COMMERCE: "The Chicago Public Schools Student Science Fair should be a 'must' visit for all Chicagoans who have any doubts about America's supply of future scientists. The effort and ingenuity demonstrated last year in the 215 exhibits at the Museum of Science and Industry should convince skeptics that our nation will not lack for scientific talent."

"As chairman of the business-education advisory committee for the 1959 science fair, I was particularly gratified by the amount of financial support and interest shown by the more than 150 Chicago business firms and organizations which helped to make the event a success."

"It seems to me that a corollary benefit of the science fair is much deserved recognition given to teach-

ers who inspire our youngsters to strive toward careers in science."

Eskil I. Bjork, chairman of The Peoples Gas Light and Coke Co. took over as chairman of the business-education advisory committee this year, and the 1960 Student Science Fair continued the upward spiral of success. Starting with the district fairs earlier, it ended April 10 by setting new attendance records at the Museum of Science and Industry. A total of more than 4,000 students and 400 schools, representing the city's 18 school districts, participated.

Directing Committee

Karl B. Nagler, senior vice president of Peoples Gas, was co-chairman of the 1960 fair. Also serving on the committee directing this event dedicated to "the youth of today who are the scientists of tomorrow" were:

Herbert L. Anderson, director Enrico Fermi Institute, University of Chicago; George Baker of the Continental Illinois National Bank; president of the Chicago Junior Association of Commerce and Industry; Fairfax M. Cone, president Foote, Cone and Belding; Col. Henry Crown, chairman, Material Service Corp.; Robert W. Galvin, president Motorola, Inc.; and Downing B. Jenks, president, Rock Island Lines.

Also, Hjalmar W. Johnson, vice president, Inland Steel Co.; Kahler Logelin; MacMaster; Spacek; Haldon A. Leedy, director, Armour Research Foundation, Illinois Institute of Technology; John H. Leslie, president, Signode Steel Strapping Co.; C. E. McKittrick, business manager Chicago Tribune; John G. Sevcik, president, Burton-Dixie Corp.; Richard J. Terrell, vice president, Electro-Motive Division of General Motors; and J. Harris Ward, president Commonwealth Edison Co.

Said Chairman Bjork: "The recognized importance of the Student Science Fair is evidenced by the type of outstanding Chicago businessmen who are giving of their time and energy by serving on this committee. An activity such as this fair certainly is a stimulant in the development of the young minds which, in the near future, should add materially to the economic growth of our country."

Co-Chairman Nagler has been something of a "career man" in the

sience fair for several years. When he takes 45 minutes out of a busy day to talk about the fair, it indicates the high-level enthusiasm behind the event.

Nagler paid tribute to Kahler, Ogelin, Willis, Lohr, Bjork and others — notably the judges — who have made major contributions to the fair's success. At his side as he walked was Daniel H. Mowat of Peoples' Gas public relations department, head of the fair's 1960 publicity committee which did a top job of promoting the event.

"The fair is really a matter of economics, not gimmicks," Nagler said. "I could cite any number of instances in which youngsters developed exhibits and demonstrations or processes that may become factors in our economic development."

"For instance, one youngster's father was a sewage worker. The boy worked out a formula for eliminating foam from detergents that had been troubling his father in his work. Last year the boy who was selected to visit the U. S. Steel Research Center in Pennsylvania was given the opportunity to meet Clifford Hood, who was then president of U. S. Steel. After a short conversation with the boy, Cliff cancelled the rest of his appointments for the day and devoted himself to his young visitor.

"A number of industries in the Chicago area provide all-expense trips to their research laboratories. Such trips have been made available by Illinois Bell Telephone Co., General Electric, Electro-Motive Division of General Motors and Continental Can, among others. There will be more this year. The providing of trips by industry is an illustration of enlightened self-interest, since many youngsters will be given direction in their future plans by having seen the research and investigational facilities that modern industry has created.

"It is hoped that in addition to encouraging future teachers, science fairs will produce future research workers — those uncommon people who take a fresh look at the elements of a problem, possibly from an unorthodox viewpoint."

At the Chicago Board of Education, Dave Heffernan had a list of past science fair winners and a record of what they're doing now. "We follow their careers," he said, "and they are doing very well. One of

(Continued on page 108)

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Industrial Developments

IN THE METROPOLITAN AREA

PLANS announced for investment in industrial plant facilities in Metropolitan Chicago totaled \$13,32,000 in April bringing the four month total for 1960 to \$85,601,000. Included were 29 projects which increased the four month total to 112 projects.

Comparative figures for 1959 were total of \$21,297,000 in April including 36 projects, and the four month total of \$63,010,000 and 130 projects.

Types of projects covering these reports include construction of new plants and expansion of existing facilities, and acquisition of land or buildings for industrial purposes.

Motorola Inc. is adding 372,000 square feet of floor area to its engineering and administration building in Franklin Park. These functions will be moved to the new plant from the Augusta Boulevard location, which will allow the expansion of the Communications Division of the Company on Augusta Blvd.

Globe Union, Inc. is starting construction on a 110,000 square foot plant, scheduled for completion in October, between Roosevelt road and the Chicago and North Western tracks in Geneva. The company's headquarters is in Milwaukee, where it manufactures batteries and other electrical automotive components. The new plant was designed by Charles H. Harper & Associates of Milwaukee and is being erected on a 20 acre site by Henry Beck Company of Atlanta, Georgia.

Elkay Manufacturing Company, 1874 S. 54th avenue in Cicero, is erecting a new plant containing 105,000 square feet of floor area on 17th avenue north of Cermak road in Broadview. The firm manufactures laboratory and hospital equipment, tanks, tables, baths, lavatories, sinks

and counter tops. Abell Howe Company is general contractor.

- **Lester Lawrence Company**, 3427 N. Kimball avenue, is erecting a new 100,000 square foot plant in Centex Industrial Park, Elk Grove Village. The new plant, scheduled for completion late this year, produces jams, jellies, flavors and extracts for bakeries, institutions and restaurants. It is located on a seven acre tract. Davis-Pain & Company — broker.

- **Reliable Electric Company**, Franklin Park, is adding 118,000 square feet of floor area to be utilized for production and storage facilities. The plant is located at 11333 Addison street, was designed by Fred H. Prather with Inar C. Hillman Company, structural engineer. The firm manufactures telephones and telephonic power line fittings.

- **Illinois Tool Works** is starting construction on a new plant at 1901 South Prospect road, Des Plaines to house its Conex Division. The new Division will produce plastic containers for dairy products, vending cups and containers for general household purposes. The Austin Company designed the 73,000 square foot plant which will be ready for occupancy late this year. Illinois Tool Works operates plants in Des Plaines, Elgin and Chicago.

- **Ruberoid Company** is adding 64,000 square feet of warehouse space to its plant in Joliet where it manufactures roofing and insulating materials. Krugel-Healy-Moore designed the building.

- **Advance Finishing Company**, 1224 W. Van Buren street, is erecting a new factory on the southwest corner of Armitage avenue and George street, Melrose Park. The 50,000

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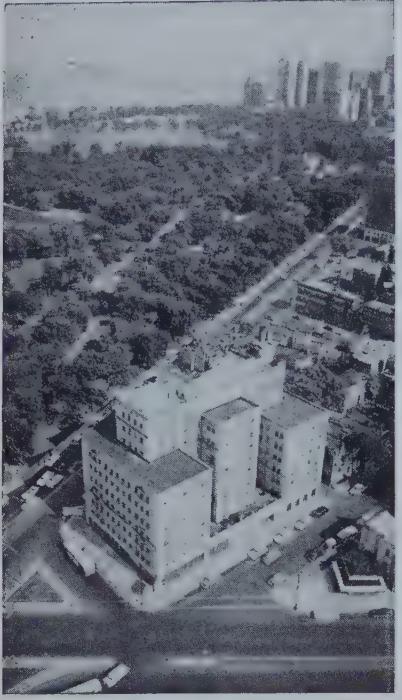
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square foot unit will be located on a 122,000 square foot site, and will increase the firm's manufacturing floor space by approximately 60 per cent. The firm manufactures paper products. Abell Howe Company is erecting the new structure. Davis, Pain & Company — broker.

• **Elgin National Watch Company** will erect a new building to house the company's Elgin Micronics division on an 8 acre site near Palatine. The initial structure will contain 15,000 square feet of floor area and will be ready for occupancy by the end of the year. The new plant eventually will be expanded to meet research and engineering needs for aircraft, missiles and space programs. It will be located on Illinois highway 53 and Hicks road. The structure was designed by Ralph Stoetzel.

• **St. Charles Manufacturing Com-**

pany in St. Charles has had Lester B. Knight & Associates design an expansion to its plant of 34,000 square feet of floor area. The firm manufactures steel kitchen cabinet

• **Binks Manufacturing Company**, 3124 W. Carroll avenue, is adding 26,000 square feet of floor area to its Franklin Park plant, erected by Ashland Construction Company. The firm makes spray painting equipment and sheet metal specialties.

• **American Can Company** is expanding the research center of the company's Canco Division, Barrington. 10,000 square feet will be added to the laboratory which is on a beautifully landscaped 40 acre site. This new portion will be devoted to research in methods and processes for manufacturing steel and alloy containers, aluminum, plastic, paper and combination packaging.

Management Conflicts

(Continued from page 26)

they are present in a candidate for an executive position. Then a second question emerges. Namely, whether the applicant would fit into the particular company that is considering him. All kinds of factors need to be considered here, the chief of which are whether the man's hopes, aspirations and needs can be satisfied in the company, and whether his manner and mode of action are compatible with what will be expected of him.

A third question, and a very critical one when dealing with executives, is whether the candidate can operate with reasonable effectiveness with other executives in the company. There appear to be executives who can adapt themselves to almost any other reasonable personality. There are others who can function properly only with certain kinds of individuals and there are those, finally, who can work closely with hardly anyone. The last type does not belong in a line supervisory position that requires close collaborative work with executives. Before placing the second type of executive, one needs to consider carefully the person with whom he will have the most contact. This is why it is often difficult to predict the adjustment of an applicant without knowing something about the company and the

personalities of the top executives. The first step, therefore, in resolving certain executive conflicts is to avoid generating them by inappropriate selection or placement.

A second preventative step is for top management to try to maintain a realistic emphasis on competition and cooperation. Management must avoid filling up the company with "hungry" executives with strong status drives. It may be all right to attract salesmen with such drives, since each has his own independent sphere of action, but not men who work inside a company, where the parts must function together. There is a need for ambitious, striving executives, but too many of them in a company will create friction and dissension.

An attempt should be made to reward cooperative team work as well as outstanding individual performance. Policies that promote healthy identification with the company instead of virtuoso performance reduce the strivings of executives to gain satisfaction at the expense of one another. Favoritism on the part of top management toward one member of a team may promote resentment toward him by his colleagues.

Inequitable blame-placing provokes hostility in executives as well

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American Universities

Alabama A & M . . . Alcorn College . . . Alleghany College . . . American Academy of Art . . . American Conservatory of Music . . . Amuson Jr. College . . . Arkansas A & M . . . Arkansas State . . . Art Institute of Chicago . . . Augustana College . . .

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Harris Teacher's College . . . Harvard University . . . Harvard Law School . . .

Illinois College . . . Illinois College of Commerce . . . Illinois College of Optometry . . . Illinois Institute of Technology . . . Illinois State Normal . . . Illinois University . . . Indiana University . . .

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New Haven State Teacher's . . . National College of Education . . . New York University . . . Newton Jr. College . . . North Central College . . . Northern Baptist Theological College . . . Northern Illinois University . . . Notre Dame Law School . . . Northwestern University . . .

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Talladega College . . . Temple University . . . Tennessee A & E State College . . . Tennessee Wesleyan Thornton Jr. College . . . Tri State College . . . Trinidad State College . . .

University of California . . . University of Chicago . . . University of Dayton . . . University of Illinois . . . University of Iowa . . . University of Kansas . . . University of Maryland . . . University of Miami . . . University of Michigan . . . University of the South . . . University of South Carolina . . . University of Texas . . . University of Wisconsin . . . Valpariso University . . .

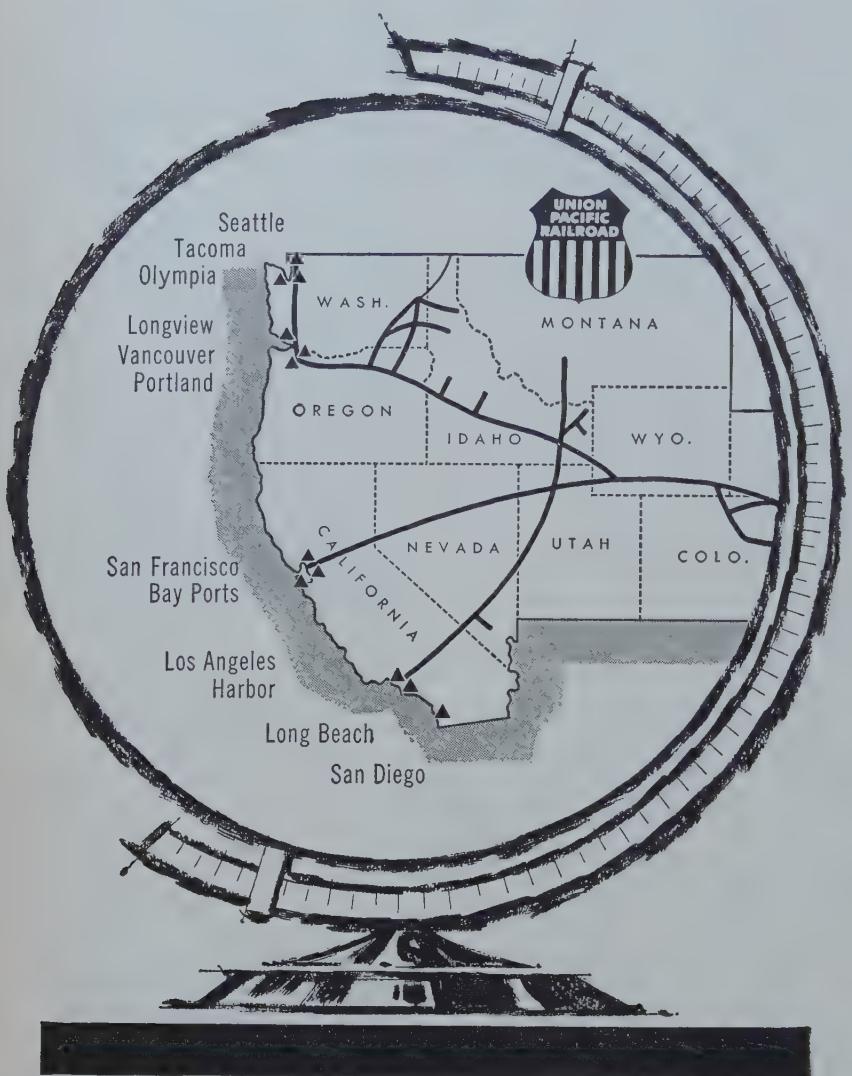
Wilson Jr. College . . . Wisconsin University . . . Wichita University . . . Wright Jr. College . . . Xavier University (Ohio) . . . Xavier University (Louisiana) . . .

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as in laborers. Unable to vent their resentment against their superiors they often will displace it on their peers. Executives who respect and admire their own superiors tend to respect and admire each other. The implications are certainly obvious enough.

Conflicts between executives, however, will develop even under the most propitious circumstances. When they result from personality conflicts they often can be reduced by various counseling procedures. Individual counseling over a period of weeks frequently results in substantial improvement. The purpose of counseling is to develop better self-understanding in the executive; promote better insight into others; reduce hostility and promote identification with the company and with the group.

Group discussions directed by an impartial outsider can produce good results, too, particularly if the leader is well-trained and is skilled in promoting the free expression of feelings in a permissive, yet structured atmosphere.

Executives in acute, senseless conflicts, unwittingly and sometimes unconsciously sabotage the efforts of the company to grow. They have the potentiality to cause irreparable and costly damage to the operation of the company. It is entirely possible that strife within management ultimately is conducive to labor-management conflict. Intelligent action can prevent some of this conflict. Determined and enlightened administrative procedures can certainly diminish it.

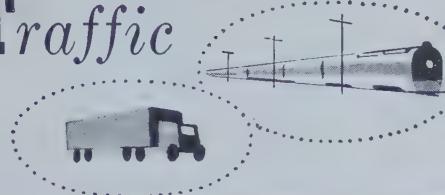
Here, There and Everywhere

(Continued from page 13)

of two daily round trips from present schedules. One will be added May 16, the second May 25.

• **Variety-General Merchandise Chains Sales Up** — Sales volume of the country's variety and general merchandise chain stores totaled upwards of \$11.05 billion in 1959, a 11.4 per cent increase over 1958, according to the 29th annual report on this market conducted by Variety Store Merchandiser. During the past year, 468 new variety and general merchandise stores were opened, bringing the total to 27,109.

Transportation and Traffic



THE Rock Island and Nickel Plate Railroads have filed suit in the U. S. District Court at Cleveland, Ohio to enjoin, annul, suspend and set aside the report and order of the Interstate Commerce Commission which approved the applications of six additional railroads for authority to serve the Port of Chicago at Lake Calumet. The Commission's order of October 5, 1959 authorized the Illinois Central; Pennsylvania; Chicago, South Shore and South Bend; Belt; New York Central; and Indiana Harbor Belt Railroads to construct a line of railroad to the Lake Calumet Port which is presently served by the Rock Island. The suit charges, among other things, that the applications were granted (1) without proof of a strong or urgent need for the service and without proof that no reasonable or adequate service exists or can be provided as needed by the carrier in the field; (2) without proof that existing service was inadequate or would be inadequate in the reasonably foreseeable future; (3) upon conjecture, surmise and speculation as to the far distant future completely devoid of factual premise; and (4) on the ground that publicly owned facilities and not private facilities are involved thereby creating a new standard of convenience and necessity not provided in the Interstate Commerce Act. "If the applicants are permitted to construct the trackage which the Commission has authorized the applicants to reconstruct and to exercise their trackage rights," the complaint asserts, "the plaintiffs will be deprived of the rights and protection afforded to them by the laws of the United States, which rights and protection will be irretrievably lost and will not be compensable in damages. Unless this court issues a permanent injunction restraining the Interstate

Commerce Commission from authorizing the applicants to proceed with their plans and from dismissing for that reason the applications, plaintiffs will suffer irreparable damages."

- **I.C.C. Reaffirms Approval of Forwarder Trailerload Volume Rates:** The Interstate Commerce Commission on reconsideration has reaffirmed its prior findings that trailerload volume rates of freight forwarders, subject to minima ranging from 10,000 to 30,000 pounds, applicable between Chicago and New York City, are just, reasonable and not otherwise unlawful. The report on reconsideration was issued in I. & S. No. 6993 and No. 32530, Forwarder Volume Commodity Rates between Chicago and New York. The history of the case dates back to July, 1958 when certain railroads established so-called Plan III piggy-back service between Chicago and New York for a charge of \$451.50 which covered the transportation of two shipper-owned trailers on one flat car. The forwarders concluded that they could utilize this service by establishing lower rates on trailerload volume shipments for the purpose of meeting motor carrier competition. These rates were suspended by the Commission on the protest of several motor carrier groups and after investigation were held to be lawful. Referring to the protestants' contention that forwarders should not be allowed to establish rates designed to attract volume shipments, the Commission said: "We fail to perceive sound reason for this position. As we indicated in our prior report, there is nothing in the provisions of Part IV of the Interstate Commerce Act or the legislative history of that part which establishes that freight forwarders are, or were intended to be, limited in the weight

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of shipments which they may handle or which prohibits forwarders from establishing rates subject to minimum weights ranging from 10,000 to 30,000 pounds. If a forwarder can handle a heavier-weighted shipment more economically than it can handle several small shipments of the same aggregate weight, it seems to us just and reasonable that the shipping public should receive the benefits flowing from that fact. In the absence of an applicable statutory limitation or prohibition we see no justification for holding that freight forwarders may not lawfully publish lower rates on heavier-weighted shipments based upon economies inherent in the lower

costs to them of the underlying transportation service which they utilize."

• Gilliland Appointed Chairman of C.A.B.: President Eisenhower has appointed Whitney Gilliland for chairman of the Civil Aeronautics Board. Mr. Gilliland, who has been a member of the C.A.B. since November, will succeed James Durfee whose nomination for judge of the U. S. Court of Claims was approved by the Senate on April 20 by a vote of 69 to 15.

• Railroads' Loss and Damage in 1959 Amounted to \$115,618,244: Railroad freight loss and damage in

1959 amounted to \$115,618,244, according to the Association of American Railroads. This represents an increase of \$1,498,822 or 1.3 percent over 1958.

• Hearing on Railroads' Acquisition of Barge Line Recesses: The initial hearing before Interstate Commerce Commission Examiner Blond on the proposed acquisition of the John I. Hay Co., a common carrier barge line, by the Illinois Central and Southern Pacific Railroads, recessed on March 23. The initial hearing was for the presentation of applicants' evidence. A resumed hearing will begin May 2 in St. Louis, Mo.

How's Business?

(Continued from page 8)

CONSTRUCTION AND REAL ESTATE:

	March	1960	Jan.	1959	3/60 vs 3/59	Cumulative—3 months	
		Feb.		March	% Change	1960	% Change From 1959
All Building Permits—Chicago	1,663	1,356	1,448	2,256	-26.3	T 4,467	-10.6
—Cost (000)	\$ 18,426	\$ 26,129	\$ 21,012	\$ 22,238	+17.1	T \$ 65,567	+37.5
Dwelling Units Auth. by Bldg. Permits (Bell Savings & Loan Asn.) (No. of)	3,055	1,891	2,429	4,453	-31.4	T 7,375	-13.6
—Single Family Units (No. of)	2,057	1,423	1,227	3,408	-39.6	T 4,707	-27.8
—Apartment Units (No. of)	998	468	1,202	1,045	+4.5	T 2,668	+29.5
Construction Contracts Awarded							
—All Contracts (000)	N.A.	\$ 71,858	\$ 112,773	\$ 115,234	N.A.	Tx \$ 184,631	+7.7
—Non-Residential Contracts (000)	\$ 41,399	\$ 22,517	\$ 48,175	\$ 36,327	+14.0	T \$ 112,091	+11.4
—Commercial Contracts	N.A.	\$ 6,576	\$ 31,173	\$ 12,213	N.A.	Tx \$ 37,749	+279.7
Vacant Industrial Bldg. (1954-55=100)	89.9	88.3	92.6	95.0	-5.4	A 90.3	-5.8
Idle Electric Meters (% of all Meters)*	1.82	1.87	1.98	1.75	+4.0	A 1.89	+3.3
Industrial Plant Investment (000)	\$ 37,362	\$ 26,497	8,511	\$ 24,469	+52.7	T \$ 72,369	+73.5
Construction Cost Index (1913=100)	634	654	654	631	+3.6	A 654	+3.6
Structures Demolished—City of Chicago	152	110	255	162	-6.2	T 517	+11.9
Real Estate Transfers—Cook County	5,111	4,206	4,236	5,626	-9.2	T 13,553	-9.6
—Stated Consideration (000)	\$ 3,501	\$ 3,233	\$ 3,267	\$ 3,355	+14.4	T \$ 10,001	+23.3

FINANCE:

Fed. Res. Member Banks in Chicago							
—Demand Deposits (000,000)	\$ 4,210	\$ 4,136	\$ 4,435	N.A.	N.A.	A \$ 4,260	N.A.
—Time Deposits (000,000)	\$ 1,870	\$ 1,874	\$ 1,872	N.A.	N.A.	A \$ 1,872	N.A.
—Loans Outstanding (000,000)	\$ 4,563	\$ 4,553	\$ 4,404	N.A.	N.A.	A \$ 4,507	N.A.
—Com. & Industrial Loans (000,000)	\$ 2,758	\$ 2,667	\$ 2,588	N.A.	N.A.	A \$ 2,671	N.A.
Bank Debts—Daily Average (000)	\$ 797,128	\$ 744,005	\$ 771,065	\$ 781,216	+2.0	A \$ 771,418	+7.9
Chicago Bank Clearings (000,000)	\$ 5,709	\$ 5,289	\$ 5,568	\$ 5,483	+4.1	T \$ 16,566	+5.5
Insured Sav. & Loan Assoc. Cook Co.							
—Savings Receipts (000,000)	\$ 121.8	\$ 110.6	\$ 214.0	\$ 112.4	+8.4	T \$ 446.4	+5.7
—Withdrawals (000,000)	\$ 83.7	\$ 87.9	\$ 186.8	\$ 79.2	+5.7	T \$ 358.4	+21.4
—Mortgage Loans Originated (000,000)	\$ 64.1	\$ 57.6	\$ 52.1	\$ 92.9	-31.0	T \$ 173.8	-25.5
Business Failures—Chicago							
—No. of Failures	28	25	27	28	0.0	T 80	-10.1
—Total Liabilities (000)	\$ 1,031	\$ 1,370	\$ 1,407	\$ 2,264	-54.5	T \$ 3,808	-40.3
Midwest Stock Exchange Transactions:							
—No. of Shares Traded (000)	2,712	2,479	2,749	3,238	-16.2	T 7,940	-13.4
—Market Value (000)	\$ 107,916	\$ 107,008	\$ 114,159	\$ 124,023	-13.0	T \$ 329,083	-8.2

TRANSPORTATION:

Carloads of Rev. Frt. Originated	126,790	113,204	118,304	121,838	+4.1	T 358,298	+7.7
Express Shipments: Rail, No. of	752,266	677,792	620,654	804,357	-6.5	T 2,050,732	-8.1
Air, No. of	89,470	85,265	84,412	84,335	+6.1	T 259,147	+8.9
Natural Gas Dlvd. by Pipe Line (000,000 Cu. Ft.)	39,591	36,798	39,074	31,012	+27.7	T 115,463	+29.0
Freight Originated by Common Carrier							
Intercity Trucks—(Jan. 1958=100)	133.0	122.0r	122.2	120.0	+10.8	A 125.4	+10.6
Air Passengers: Arrivals	433,076	398,368	479,618	445,544	-2.8	T 1,311,062	+7.3
Departures	436,922	414,989	478,516	449,982	-2.9	T 1,330,427	+6.9
Chicago Transit Authority Passengers:							
—Surface Division (000)	38,462	35,488	34,453	37,498	+2.6	T 108,403	+0.6
—Rapid Transit Division (000)	10,267	9,398	9,091	9,689	+6.0	T 28,756	+0.6
Air Mail Orig. (000 Pounds)	3,616	3,000	3,288	1,601	+125.9	T 9,904	+115.0
Barge Line Freight Originated (Tons)	261,334	260,885	210,610	278,800	-6.3	T 732,829	+10.0

T=Total of 3 months. Tx=Total of 2 months. A=Average of 3 Months. Ax=Average of 2 months. LM=Latest Month. p=Preliminary. N.A.=Not Available. *Indicates residential vacancy rate. r=Revised.

Don't Keep It

(Continued from page 22)

as difficult as it sounds. But it requires a firm hand and, often, the counsel of an expert. Office workers are sometimes reluctant to make a change simply because, "we've always done it that way," and they don't want to learn new procedures.

Actually, the heart of any record-keeping system is to divide records into groups so that the file clerks work-as-they-go. For example:

1. record files — these are documents that are to be kept for long periods, perhaps permanently if the law requires it. These might include contracts, official correspondence and personnel files.

2. Build-up material — these are working papers that are reviewed at least once per year: some will be kept and some discarded.

3. Informational material — these consist of current material that usually has only a temporary value and rarely must be kept longer than 6 months.

Generally speaking, about 25 percent of the records fall into the just-be-kept category shown clearly in the following table:

Type of company	1. Records File	2. Build-up	3. Informational material
association	20%	35%	45%
investment banking house	22%	34%	44%
chemical manufacturer	20%	33%	47%
investment research (banking)	22%	37%	41%
advertising Agency	14%	30%	56%

Finally, it is important to put out of pasture those records kept only to comply with the law, because of company policy, or those which are retained for extended periods of time but are used very little. To cut down to the bone but not into it, a company must set up a retention schedule.

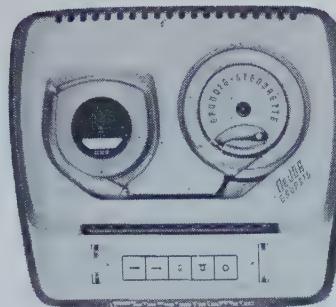
Retention Schedule

To oversimplify, the retention schedule establishes company policy on how long papers must be kept in active files, which ones must be held in an inactive status and — most important — when documents can be thrown away.

To begin the pruning job, an inventory must be prepared to show what the company's records are and where they are located. When it

(Continued on page 118)

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Lahnstein	Hapag-Lloyd-Russ	May 21
Werretal	French	May 22
Gerrtje Buisman	Hycar	May 24
Prins Casimir	Fjell-Oranje	May 26
Mosnes	Lake Continental	May 27
Kaarina	Nordlake	June 1
Tindefjell	Fjell-Oranje	June 1
Braheholm	Swedish American	June 1
Prins Willem Van Oranj	Fjell-Oranje	June 4
Maakefjell	Fjell-Oranje	June 14

United Kingdom Ports

Grindefjell	Fjell-Oranje	May 17
Manchester Fame	Manchester Liners	May 18
Ramore Head	Head	May 19
Manchester Venture	Manchester Liners	May 23
Pr. Willem IV	Fjell-Oranje	May 24
Angelo	Ellerman's Wilson	May 24
Mosnes	Lake Continental	May 27
Prins Willem V	Fjell-Oranje	May 31
Prins Willem III	Fjell-Oranje	June 8



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Swedish Chicago	May 26
raheholm	
Swedish-American	June 1
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Montship Capo	June 17
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Embryonic Scientists

(Continued from page 97)

the boys has chosen an unusual career. He is majoring in electronics and electrical engineering and doing research in the medical field. How he's going to combine the two, I don't know, this is something new."

Edward C. Schwachtgen, science coordinator of the Chicago Public Schools, was with Heffernan. Schwachtgen is a man one hears about often in connection with the science fair. Joseph O'Brien of Illinois Bell's public relations department, active in the 1958 event, said: "You can call Ed Schwachtgen the father of the science fair. He has worked tirelessly through the years to make it a success. Just as an example, one year he and his wife hired a truck, loaded the students' exhibits and drove it to Springfield where they set up exhibits at the Illinois State Fairgrounds."

Schwachtgen himself said nothing of this. He talked about "spirals of difficulty" that are built-in parts of science courses — from kindergarten through high school. And he made it clear that he is proud of the hundreds of youngsters who have worked through the years to make the fair — and themselves — successful. He emphasized that winners again this year will go to the state exhibition at the University in Illinois, to the National Science Fair in Indianapolis, and the Illinois State Fair in Springfield.

This dedicated man also is proud of the fact that Dr. Leo Heuwink, administrative director of the Deutsches Museum of Munich, will recommend that his museum organize a student science fair patterned after Chicago's.

Supt. Willis sums up the Student Science Fair this way: "Today, science and technology are the concern of everyone, not only of Americans, but of all human beings in all corners of the globe. To Americans, implicit in this concern is the knowledge of the need of a greater pool of scientifically-minded citizens and scientists.

"Since its beginning 10 years ago by a group of devoted science teachers, the Student Science Fair has developed into one of the finest programs sponsored by the Chicago Public Schools. It has grown each year. In a most effective way, it is

helping to promote greater interest in science and mathematics."

This year's winners were: Barnard Dworkin, 2630 W. Rascher, 16-year-old Amundsen High School junior who took top honors, a \$100 U. S. bond and a gold key for his biological exhibit demonstrating that radiation has greater effect on body cells that are active and multiplying than on those which are more or less inert and static; Douglas Thornton, 5623 N. Osceola, 17-year-old Taft High School senior, whose entry in the physics category took second place and brought him a \$75 U. S. bond; Barry Wright, 4920 N. Merrimac, 17, Taft High School senior, who won third place honors and a \$50 bond for his exhibit in the chemistry category.

Two exhibits tied for fourth place \$25 bonds. They were entered by Lloyd Greene, 6506 N. Talman, 15, Senn High School junior biologist and Paul Leif, 1911 W. Cullom, a 16-year-old Lane Tech High School junior electronics expert. In the special competition among the three upper grades in the city's elementary schools, the \$25 bond for the most outstanding exhibit was awarded to George A. Pagels, 1647 W. 99th street, 8th grade student at Vanderpoel School. His winning display was an oscillator.

In addition to the regular awards, 23 college and university scholarships and a long list of special awards offered by business and industrial firms and governmental agencies are at stake. Winners of scholarships will not be announced until those tentatively chosen as recipients have had full opportunity to show whether they have the preliminary scholastic qualifications to win acceptance by the college entrance boards of admission.

Computers

(Continued from page 17)

skills than required by the jobs it has replaced, and that it is causing a reduction in the total clerical labor force. Despite the publicity that has been given this kind of misinformation, it simply is not true.

Actually, a computer opens up new areas of employe opportunity and presents information which companies never dreamed of having in their hands so quickly, in pre-

computer days. More skilled people are required to interpret and act on that information.

Until recently, every company that installed a large-scale computer was pioneering in its field. Executives of a large insurance company, a well-known brewery, an electronics manufacturer, a leading banking institution—all were not quite sure of the computer's total effect on personnel at the time they first sought ways of integrating an electronic data processing system into their operations.

In the ensuing four or five years, these pioneering companies have seen concrete benefits from the thorough employee indoctrination programs which they instituted from the start of their partnership with computers.

Most recent conversion of a Chicago firm to electronic data processing on a large scale was that of Harris Trust and Savings Bank of Chicago*. Early this year Harris Trust became the first U. S. banking institution to use a large-scale computer to handle its entire checking account operation. This conversion culminated one of the most thorough training, research and indoctrination programs ever undertaken in its field.

Today, Harris' Univac computer has reduced its burgeoning checking account operation to manageable proportions. The computer automatically posts checks and deposits to each account, at the same time checking for overdrafts, stop payments and other special conditions. It produces customers' monthly statements and other reports at the rate of 600 printed lines a minute. Univac adds, subtracts, multiplies, divides and double checks its work every step of the way hundreds of times faster than any manual system, completely eliminating human errors always present in any manual operation. Commercial account processing thus has been completely converted by the computer.

In the trust department, many stock transfer account records have already been placed on magnetic tape for processing. The conversion of personal trust accounting is in the test run stage and it is anticipated that both these processes will be fully operative during 1960. A large area of study underway involves associating into the bank's Univac system the new magnetic ink devel-

opments permitting checks and deposits to be read electronically, directly from original documents. Cooperative efforts launched through the American Bankers Association have resulted in the creation of a common machine language for standard use. It is expected that virtually all banks in the country ultimately will adopt electronic accounting and magnetic ink imprinting so that interchange of checks and other items between banks will become almost entirely mechanized.

"The day will come," Harris vice president Maurice K. Heald says, "when this installation will be used for all volume account processes, for compiling statistics to assist management, for economic studies and surveys and for other needs not even foreseen today."

Harris' conversion to automation goes a long way back. Seven years ago, following a survey of all electronic data processing systems, Heald, the bank's vice president in charge of operations research, began working with a 6-man team (expanded in 1957 to 20 men) to see how EDP would fit into Harris' day-to-day and over-all banking operations.

Like most companies that have made the "big change," Harris spent a great deal of time and effort selecting its key men. And like most others, it looked inside its own organization for these people.

Two well-tried business precepts dictate the selection of key computer men from inside an organization. First, an insider knows fairly well, from intimate contact with daily problems, what his company expects in the way of data,



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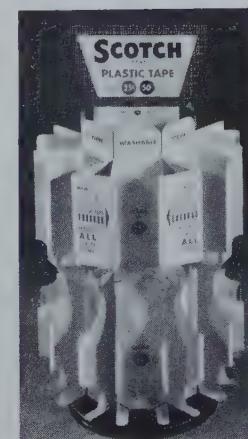
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at any given point. And second, he knows the people in his department — he has the "good connections" he will need to assure cooperation of department veterans all during the conversion of that department to a new system of operation.

Key man with any computer installation, both at the time of installation and during its operation, is the programmer. It is the programmer's job to analyze a proposed job, break it down into its component operations, and arrange these operations in logical sequences. Then, using symbols, he prepares an elaborate diagram, or what is known as a flow chart, of this overall analysis.

Code of Instructions

The flow chart then goes to a coder, who translates the symbols into a code of instructions (the computer's "language") which the computer can follow. These instructions are typed on tape as magnetic patterns, and this tape is then fed into the "memory" of the computer, composed — in Harris' Univac II — of 168,000 tiny magnetic cores, each about the size of a pinhead.

This tape tells the computer how to process data fed in on other tapes. Computations are performed at the rate of 5,000 additions or subtractions or 500 multiplications per second. The computer reads and writes on magnetic tape simultaneously at the rate of 20,000 letters or numbers per second. This data on tape may be run through a high-speed printer at the rate of 600 lines of 130 letters each, per minute. At that rate, this article could be printed in about 20 seconds.

Skilled people — usually persons within an organization who have had some special training — are required for each of these functions. In some computer installations, the programmer doubles as a coder and analyst, but most large installations separate the computer's "management team" into a programmer, an analyst, and two coders. Others requiring extra training include the key punch operator, a "tape jockey" who mounts the tapes, and perhaps a librarian who keeps track of the many reels of tape which are the computer's "memory." In addition to these operating personnel, most large installations have a maintenance engineer on hand.

In 1957, Harris sent 16 of its computer personnel through a thorough course of indoctrination that included some twelve weeks of instruction by Remington Rand training personnel, on the bank premises. Prior to this, Heald himself had studied programming some of the original courses offered by various computer manufacturers.

In selecting these computer specialists from within its organization, Harris was following a pattern established fairly recently by other companies who had broken with tradition. There was a time when everybody who bought a new computer thought you had to go out and hire a lot of Ph.D.'s to set up and run the operation.

Actually, when Heald got his first look at a computer team, it was composed mostly of men who had advanced degrees in mathematics or related sciences. Then, at computer symposiums and demonstrations in various parts of the country, executives began looking over the shoulders of the scientists and pointing out short-cuts to the professors. Many of these executives hadn't gone beyond simple college algebra in their school days. This experience taught business men and computer makers a lesson: all you really need to get good results out of a computer system are intelligent people with analytical minds, a fundamental knowledge of the business and several months of special training. Most computer makers today, as a part of the over-all installation package, supply this training to a number of company employees selected by the customer.

Harris selected people from the various departments the bank wanted to automate, and put them through a training and indoctrination period. Today, without a single post graduate degree in its operations research department, Harris has a smoothly functioning computer team that handles basic banking operations without a hitch. Most members of this team had from 5 to 15 years of experience in one or more departments of the bank before going into the computer operation.

As it extends the operations of the computer to other functions of banking, Harris expects to pick men for these operations, again, from within the organization.

This does not mean that assistance

trained computer specialists is not needed. Most computer makers apply methods analysts and computer engineers who help their customers get more out of their computers. A computer is a versatile, work-hungry jack-of-all-trades, and one of the big jobs connected with

use is the finding of more work for it to do. In many cases, a specialist with advanced computer or business-methods training can show operating business ways to get more out of any computer system.

A number of universities now offer training in these specialties. Part of the business school curriculum at the University of Chicago, for example, includes a group of courses in mathematical methods and computers, leading to a Master Business Administration degree. U.C. also offers computer training to those in other functional areas of business, such as marketing, finance, and accounting.

Recommended background for most of these courses includes general business knowledge, supplemented by a basic grounding in mathematics, including advanced algebra. Students in these courses usually spend a part of their time actually working on the University's large-scale Univac at the school's operations analysis laboratory, 5801 Ellis Ave., under the direction of Dr. Alex Orden.

Illinois Institute of Technology, using a Univac 1105, operates a computation facility for Armour Research Foundation which also serves as a training facility for computer specialists.

Few of the specialists trained in these schools will find themselves working as programmers, coders or analysts in a given corporation's computer department. Most of them are working on the higher levels of problem-solving required by research organizations, universities, and various technological and scientific organizations.

Unquestionably, the installation of a computer in any organization results in the replacement of a large number of people who are doing the "drudgery" of that organization—typing, recording, typing of records and similar repetitive tasks. The computer actually opens new opportunities within an organization for those who have capabilities to fill the new decision-making, judgment-requiring

jobs which the computer invariably creates within an organization. These jobs are not necessarily connected directly with work of the computing team, but represent new customer services and new functions which the computer makes possible for the company.

Those who are not found capable of advancement, on the other hand, constitute another problem—a problem which all forward-looking companies handle in much the same way. Most organizations today accept the responsibility of relocating and retraining any displaced employees who indicate a desire to continue with the company in another department or in a new capacity. For example, at Harris, President Kenneth V. Zweiner has maintained a strict policy that all persons whose work has been taken over by the new installation be placed in more interesting and challenging work.

As time goes on, companies which have acquired computers have found that unskilled employees who are in line for replacement by automation begin undertaking after-work edu-

cational programs, often under company sponsorship, to suit themselves for more skilled tasks. In the long run, then, it can be said that as computers gain wider use, they will result, by and large, in the general upgrading of the large part of any organization's clerical and supervisory staff.

*The American National Bank and Trust Company has finalized a comprehensive plan for electronic check handling, Robert E. Straus, president, has announced. The program is under the direction of Allen P. Stults, executive vice president, assisted by Rodney O. Daly, operations officer. Six "automation astronauts" have been carefully screened and selected to form the nucleus of the Bank's automation team. They have been relieved of all banking duties and have been undergoing special training. "It is not anticipated that the machines will reduce our present staff, but that the IBM equipment will permit the Bank to render greater services to our customers," Straus said.—Ed.

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*Effective April 30



Secretary of Commerce Frederick H. Mueller is welcomed to Chicago at Midway Airport by Association President Paul W. Goodrich and Thomas H. Coulter. Secretary Mueller addressed a meeting of the Executives Club of Chicago



Ferd Kramer (second from left), Vice President of the Association's Commercial Development Division and President of Draper and Kramer, speaks to members of the Commercial Development Committee. The Committee will publish monthly commercial developments in Metropolitan Chicago. This information is being made available to all Association members. Kramer is pictured with (l. to r.) J. C. O'Brien, Chairman of the Committee and Division-Vice President of Carson Pirie Scott and Company; Paul Kunning, Director, Commercial Development Division and Lawrence H. Whiting, President of the American Furniture Mart Corporation



Visiting the Association's offices is Congressman Sidney R. Yates (D) of Illinois chatting with Preston E. Peden, Director of the Association's Governmental Affairs Division



Oscar G. Mayer (seated), Chairman of the Board of Oscar G. Mayer Company, presents an art scholarship award to William Nelson of Lane Technical High School for his award-winning clean-up illustration. Mayer made the presentation during a meeting with school board officials and members of the Cleaner Chicago Committee, who sponsor the contest. The Committee presented U. S. Bonds to the student runners-up. The scholarship is given by the Oscar G. Mayer Foundation

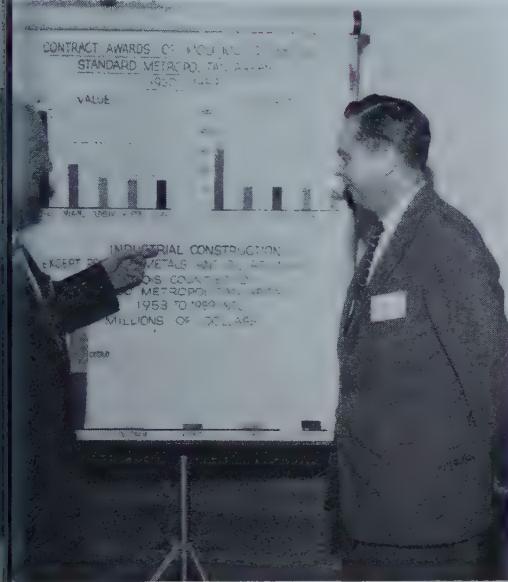


The Association is honored by the Freedoms Foundation during the National Military-Industrial Conference for its work in bringing together the freedom loving peoples of the world and their outstanding leaders and scholars. Thomas H. Coulter accepts the George Washington Honor Medal from Dr. Kenneth D. Wells, President of the Freedoms Foundation



Emilio de Motta, Commercial Attaché of Spain, completes a contract for this country's participation in the 1960 Chicago International Trade Fair. Looking on is Thomas H. Coulter, Association Chief Executive Officer. Spain became the 23rd country to sponsor a national pavilion.

ASSOCIATION PHOTOGRAPHED IN ACTION



Chicago's lead in industrial developments as compared with other industrial centers throughout the United States is discussed by Loren C. Trimble, Director of the Territorial Information Department of Commonwealth Edison Company and Thomas G. Ayres, Vice President of the Association's Industrial Development Division and Vice President of the Edison Company. Trimble spoke to the Industrial Development Committee during a recent meeting.

A report on the Chicago Urban League's Youth Guidance Project, sponsored by the Association, is examined by (l. to r.) Edwin C. Berry, Executive Director of the Urban League; James C. Worthy, Association Vice President of Health, Education and Welfare and Vice President of Sears Roebuck & Company; Frank H. Cassell, Director of Personnel Administration, Inland Steel Company; John T. Taylor, Chairman of the Education Committee and Executive Director of the Chicago Education Television Association (WTTW). The Education Committee recommended to the Association's Directors to support the project for another year.



The Captain of the first ocean-going ship to dock in Chicago to open the 1960 shipping season receives a silver coffee set from Leslie H. Dreyer, Vice President of the World Trade Division, and Vice President of the First National Bank of Chicago in charge of the International Banking Department. Dreyer and Mayor Richard J. Daley congratulated Captain Eivind Otter, Master of the M.S. Harpefjell of the Fjell-Oranje Lines, during ceremonies on Navy Pier. The Association has made similar awards for the past seven years as part of its promotion of direct Chicago-Overseas steamship service.





Richard Revnes (1), Fair Managing Director, and Burr L. Robbins, President, General Outdoor Advertising Co., confer on final plans for brilliant Fair facade and new International Promenade



C. Douglas Dillon, U. S. Undersecretary of State, views imported machinery at 1959 Trade Fair



Buyers register for 1959 Trade Fair. Association members are urged to make advance registrations for 1960 Fair

Association Members Urged to Attend Trade Sessions of 1960 International Trade Fair

*Will get new selling ideas, meet foreign government officials
and businessmen prepared to help two-way world trade, says Coulter*

All members of the Chicago Association of Commerce and Industry are urged to attend the exclusive trade sessions of the 1960 Chicago International Trade Fair June 20 through June 24.

Extending the invitation, Association Chief Executive Officer Thomas H. Coulter pointed out several advantages to Chicago area businessmen. The five days reserved for professional buyers in business and industry will permit unhurried and uncrowded examination of product exhibits from all over the world, he said, and will enable Association members to meet leisurely with foreign government officials and overseas businessmen who are prepared to buy as well as sell.

"Not only will those engaged in retail and wholesale trade benefit," Coulter said, "but those in industry will gain new knowledge of patent, licensing and franchising agreements through face-to-face meetings with businessmen and officials in the

various government pavilions."

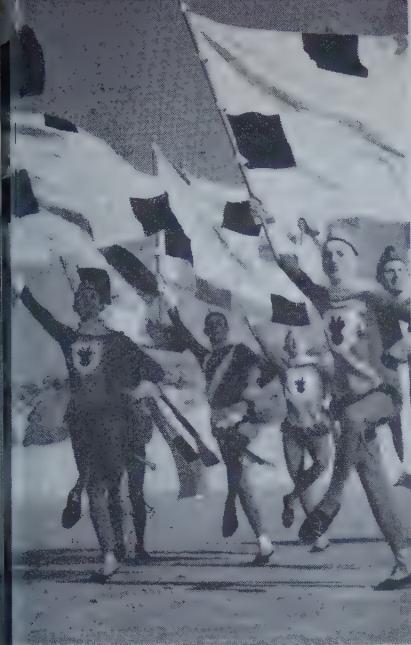
Fair Managing Director Richard Revnes cited as an example of profitable arrangements which can be made at the Fair by industrialists, a typical case history. "An Association member, a manufacturer of machine tools, visited the Fair last year," he recounted. "He found a line of machine tools there which he is now importing and has integrated into his line. This year he is exhibiting both his domestic and his imported products at the Fair, confident of an increased sales volume which he never would have experienced if he had not visited the 1959 International Trade Fair." There are many other instances of similar nature which could be cited, Revnes concluded.

Coulter also urged Association members to take full advantage of trade and profit opportunities offered by the Fair by registering for the second Chicago World Marketing Conference, an integral part of

the Fair, to be held in Hotel Sherman, June 27 and 28. Assembled for the conference will be world trade authorities from all parts of the United States as well as from overseas, he said, for major address and seminar sessions.

"Mr. Coulter and the Association World Trade Division have arranged programs for the two days which should be of vital interest to every Chicago area businessman whether or not he is now engaged in world trade, in view of Chicago's rise as a world port," Revnes said.

For the convenience of Association members, a registration card for the trade sessions of the Fair has been inserted in this issue of COMMERCE. Association members may use this advance registration form to avoid waiting in line for registration at Navy Pier. Revnes also called attention to the form included for order of advance tickets for the days of public admission, June 25 through July 5.



ian Flag Twirlers



ani Dancers, India

The 1960 Chicago International Trade Fair will present a Festival of International Entertainment encompassing folk-lore, pageantry, ancient customs, music, dancing and singing, according to Helen Tieken, Fair Entertainment Director.

Entertainment new and fresh to Chicago audiences will range from folk singers and fiery, leaping dancers of Yugoslavia to Parisian Can-can dancers, from traditional dances and songs of India to selections from "The Merry Widow" by Viennese operetta stars. There will be island dancers of Greece, the champion Flower Girl Drill Team of Belgium, Flower Drum performers of Korea, the Japanese National Dancers of Kyoto and songs of Neopolitan and Parisian balladiers.

Five days, June 20 through June 25 have been reserved for professional buyers. Eleven days, June 25



Parisian Can Can Dancers

Trade Fair to Offer Public New and Exotic Entertainment Features On Navy Pier June 25 - July 5

Dazzling facade, new International Promenade, improved ventilation, wider aisles, 25 national pavilions highlight 1960 show

through July 5, have been set aside for public attendance.

An International Promenade, created at a cost of \$150,000, will be a colorful mile-long esplanade on the upper level boardwalk of Navy Pier. Food delicacies will be served in eight cafes on the Promenade. Elsewhere on the Pier, the Palmer House again will operate two table-service restaurants and two Buffeterias.

On the Promenade, more than 250 trees, flower arrangements, strolling musicians and artists sketching, rickshaws operated as "Pedicabs" by members of the American Youth Hostels, Inc. will add to the international flavor. The Austrian Alpine thrill riders will perform high in the air between the two piers of the Promenade.

The world's largest sign spelling out "International Fair" will trans-

(Continued on page 116)

Advance Tickets For Fair

Advance tickets for the 1960 Chicago International Trade Fair (June 25-July 5) are now on sale. They will be handled largely through personnel or industrial relations departments of substantial business firms in the Chicago area.

Purchasers of advance tickets will be able to gain entrance without having to stand in line.

Advance tickets sell for \$1.25 for adults and 50 cents for children as opposed to regular admission prices of \$1.75 and 75 cents, respectively.

Orders may be placed by calling Miss Harriet Wilson at Delaware 7-4100.

Trade Fair

(Continued from page 115)

form the front of Navy Pier with its luminescent pennants.

Improvements in ventilation will make Navy Pier Exhibition Hall cooler and more comfortable for Fair-goers and a system of fine mist water spray on the roofs of the two long piers will eliminate radiant heat and reduce the temperature inside the buildings. Pleasantly cool lake breezes will flow through the exhibit halls.

"At the 1960 Fair, we plan to show an even more comprehensive display of products from all over the world than were shown at the 1959 Fair," said Richard Revnes, Fair Managing Director. Revnes announced that pavilions representing more than 25 nations and displays of thousands of import items will be seen by Fair-goers.

National Pavilions

Nations which have reserved space for governmental pavilions include Austria, Belgium, Denmark, Germany, Greece, India, Indonesia, Iran, Israel, Japan, Korea, Libya, Independent Lithuania, Morocco, Norway, Pakistan, Poland, Spain, Sweden, United Arab Republic and Yugoslavia. In addition, there will be pavilions from the Crown Colony of Hong Kong, the Philippines, the Canadian Province of British Columbia and the Republic of China.



At an Association luncheon honoring His Excellency Dr. Wilfried Platzer, Ambassador of Austria to the United States, Dr. Platzer (r.) explains strategic location of U. S. Pavilion at Vienna International Trade Fair where Association's Operation Export will feature a display of "Made in Chicago" products. Listening (l. to r.) are: Robert L. Bean, Director World Trade Division; Leslie H. Dreyer, Vice President for World Trade and Vilas Johnson, Director, Chicago International Trade Fair.

Randall Paper

Available

A paper outlining effects on business of federal legislation dealing with state taxation of interstate commerce is now available without charge through the Association's Governmental Affairs Division.

Written by Charles B. Randall, Division vice president and Vice President, Natural Gas Pipeline Company, the paper gives a legal interpretation of legislation which restricts state taxation of certain business operations conducted exclusively in interstate commerce.

Clean-up Contest Winners Announced

Seventeen-year-old William Nelson of 5623 N. Keystone Avenue, a senior at Lane Tech High School, has been named winner of the annual Clean-Up Illustration Contest sponsored by the Chicago Association of Commerce and Industry in cooperation with the Division of Art of the Chicago Board of Education.

Announcement was made by Philip C. Biggert, Chairman, Association's Cleaner Chicago Committee.

Nelson was awarded a \$450 scholarship to the Day School of the Art Institute of Chicago. His entry was chosen from those of 21 finalists representing artwork submitted by senior public high school students throughout Chicago.

The scholarship grant is provided by Oscar Mayer Foundation.

Judges Listed

The winning illustration, tempera colors, depicts a community working together to create a clean and more attractive city. It was selected by the following panel of prominent Chicago artists, advertising directors and instructors. They are:

Orville Sheldon; Art Director,
Foote, Cone & Belding

Merlin Enabnit; Artist

Mrs. J. Neale, Art Department,
Chicago Teachers College

John Norse, Assistant Art Director,
Outdoor Advertising, Inc.

Earl Paulson, Chicago Art Director,
General Outdoor Advertising Co.

Wayne Gallagher, Artist

The contest aims to stimulate greater community interest in the year-round clean-up activities sponsored by the Association, the Chicago Board of Education and the Mayor's Citizens Committee For A Cleaner Chicago. The contest is open to all seniors attending Chicago public high schools.

Other Awards

In addition to the scholarship award, four Chicago high school seniors each received a \$25 U. S. Savings Bond as runners-up in the contest. Two students received Certificates of Honorable Mention for their entries.

Bond winners are: 1st Place—Elaine Manning, 17, 6439 S. Justin Ave., Harper High School; 2nd Place—Nancy E. Tiffin, 17, 6837 S. Karlov Ave., Lindblom High School; 3rd Place—Michael Shoub, 17, 5042 N. Kedvale Ave., Lane Tech High School; 4th Place—James Swarbrick, 17, 2647 Logan Blvd., Lane High School. Honorable Mentions are: Michael Felish, 17, 4921 N. Drake Ave., Lane Tech High School and Judy Harris, 17, 1056 N. Monitor Ave., Austin High School.

Calendar of Association Events

May 17, 18, 24, 25, 31, June 1, 7, 8, 14, 15	Membership Luncheon Meetings	Association Conference Room 12:15 P.M.
May 19	Illinois Committee visit to the Chicago Exposition Center and the American Can Co., Hammond, Indiana	All Day
May 19	Transportation Day Luncheon sponsored by the Association and the Traffic Club of Chicago. Speaker: Franklin M. Kreml, Director, The Transportation Center, Northwestern University.	Red Lacquer Room Palmer House 12:00 Noon
May 19 June 16	Junior Co-ordinating Committee Meeting	Swedish Club 12:15 P.M.
May 21	"Mass Transportation - Key to Chicago's Future," television panel discussion. Participating: Ben W. Heineman, Chairman, Chicago and Northwestern Railway; Paul O. Dittmar, President, South Suburban Safeway Lines, Inc.; Virgil E. Gunlock, Chairman, Chicago Transit Authority; H. J. Stark, Cook County Highway Dept.; Paul Oppermann, Director Northeastern Illinois Metropolitan Area Planning Commission. Moderator: Franklin M. Kreml, Director, The Transportation Center, Northwestern University.	WGN-TV - Channel 9 8:00-9:00 P.M.
May 26 June 2, 9, 16	Illinois Committee Luncheon Meeting; Larry Schumaker, Public Relations Mgr., State, Illinois Bell Telephone Co., Chairman.	Conference Room 12:00 Noon
May 26	Aviation Committee Luncheon Meeting; James J. Mitchell, Vice President & Director, Stewart, Smith (Illinois) Inc., Chairman.	Traffic Club - Rm. 248 12:00 Noon
June 2	Annual Achievements Luncheon	Grand Ballroom Sherman Hotel 12:00 Noon
June 16	Cal Sag Channel - Calumet Harbor Port Inspection Tour	From Michigan Avenue Bridge 9:00 A.M.
June 20- July 5	Chicago International Trade Fair	Navy Pier
June 27, 28	Chicago World Marketing Conference	Morrison Hotel

Cassin Named to World Trade Post

James A. Cassin has been named World Trade Service Manager for the Association by Thomas H. Ulter, Chief Executive Officer. Cassin will assist Robert L. Bean, Director of World Trade, and supervise the foreign trade services offered to Association members. He

will help carry out the Association's expanding promotion of two-way overseas trade, including the Operation Export program which furthers the sale of Chicago products in foreign markets.

After graduating magna cum laude from Georgetown University's School of Foreign Service in 1956, Cassin joined W. R. Grace and Co. as a trainee in its South American Division, and in this capacity visited Peru and Chile. He entered the Army as a Second Lieutenant, Ar-

mor, in 1957 and served some 18 months in Italy, primarily with administrative duties, being promoted to First Lieutenant. Upon release from active duty last year he returned to Chicago to continue his studies in foreign trade and business administration. He has also attended John Carroll University in Cleveland, Ohio, and Universidad Ibero-Americana in Mexico. He is currently completing studies at Northwestern University's Graduate School of Business Administration.

Don't Keep It

(Continued from page 105)

comes to deciding what can or cannot be thrown out, department heads and managers are the ones to ask. Surprisingly, most of these people are relieved to find that an attempt is being made to reduce the papers they struggle with. They enthusiastically cooperate and their final decisions are right more times than they are wrong.

Only after every department and records storehouse have been surveyed, is top management asked for a decision. And the request usually takes the form of a question: "This is what your own people say can be thrown out, how about it?"

But reducing volume is only half the battle. This phase makes a retention schedule possible and, incidentally, turns a neat penny for the scrap paper dealer. Big companies often get \$1,200 to \$1,800 from the waste dealers.

The second phase is to move inactive records into low-cost space where they can be packed economi-

cally but still are accessible. Tours through musty warehouses piled high with bales of paper and transfer cases whose contents overflow onto the floor are revealing — and sometimes amusing.

The "files" have disclosed memorabilia ranging from discarded feminine underthings stuffed into a drawer by absent minded clerks, to the ashes of a long departed woman whose estate had been in litigation. Her remains were moved from the Prince Albert tobacco can where they had lain for years to a more suitable resting place. The old feminine frippery was consigned to the trash heap along with stale lunches, galoshes and umbrellas.

The plain truth is that many business firms don't know what records they have, why they have them, whether they must retain them or how much it costs to maintain them. This is astonishing, indeed, in a business world that customarily calculates the cost of producing a screw,

nut, bolt or 100 ton machine down to the last mil. But it is a fact. Many businessmen, in fact, are somewhat embarrassed to find that neither they, nor any one else in their organization, for that matter, know what the records cost is, much less how to calculate it.

A new type of lower cost record storage has been developed by records management specialists. It requires from $\frac{1}{2}$ to $\frac{1}{5}$ of the space most companies now use for this purpose. In addition a new type of record storage equipment costs only $\frac{1}{3}$ to $\frac{1}{9}$ th now spent by the average company for this purpose. Records centers, in addition to being cost-saving, must provide rapid reference service. This is done by having trained, full-time archives clerks.

Although documents only a few months old are sometimes consigned to inactive status, many go back to the very beginnings of a company. Transportation companies and banks are good examples of businesses that must retain some records forever. Taken on an average, there is one reference made per year for every four cubic feet of stored records. Stated another way, this means only one reference per year for about 8,000 pieces of paper.

Continuing Improvements

Although the current procedures and techniques seem advanced, records storage is no different from most other businesses today: this is only the beginning. Many ideas now aborning will result in greater savings and increased efficiency in the coming years. We can be sure from the ideas now on drawing board that the momentum of continuing improvements will be maintained throughout the 60's.

Closed circuit television opens up a whole new area of quick reference. Before long a records storage area will probably be piped right into headquarters offices so that management and personnel will be able to view and discuss with the archives clerk any document in his files.

As spectacular as progress has been, new types of buildings, new methods of constructing the stacks, mechanization and better ways of indexing and inserting the records are just around the corner. There is always room for improvement.

Executive Salesman

Opportunity to make good living and be home every night is offered man over 40 with proven record of executive sales. Must be articulate and persuasive, able to sell top Management on work of prestige organization of Chicago business leaders, largest of its kind in U.S. Effective program of meetings develops constant supply of bona fide prospects. Liberal commission with draw enables our men to make five figure incomes. We have an extremely low turnover. For appt. including Saturday, send resume to:

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Commerce Magazine

30 W. Monroe St.

Chicago 3, Ill.

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Stop me...If...



At long last, a simple, concise definition of an alcoholic:
"A guy you do not like who drinks as much as you do."

Two girls were walking along the street, followed closely by a lone sailor. Finally one of the girls turned around angrily. "Now look here," she demanded, "you either quit following us or get another sailor."

A tough Army sergeant entered the barracks where a group of draftees had spent their first night, switched on the lights, and bellowed: "All right, you guys! It's 4 o'clock!"

"Four o'clock," one draftee gasped. "Man, you better get to bed. We got a big day tomorrow."

The Scouts were in camp. In an inspection, the director found an umbrella neatly rolled inside the bedroll of a small Scout. As an umbrella was not listed as a necessary item, the director asked the boy to explain.

"Sir," answered the young man with a weary sigh, "did you ever have a mother?"

"That fellow was an impudent fraud. How did he manage to wheedle money out of you?"

"Oh, John, he told me such a sad, pitiful tale about his poor wife who is a widow with six little children."

A millionaire soap manufacturer graciously consented to a press interview.

"To what do you attribute your success?" he was asked.

Said the soap man earnestly, "To clean living, my friend, to clean living."

A modern mother and her young son were shopping in a supermarket. The child, trying to help, picked up a package and brought it to her. "No, no, honey," protested the mother, "go put it back. You have to cook that."

Wife to sick husband: "What do you mean you have nothing to live for? The car isn't paid for, the washing machine isn't paid for, the house isn't paid for, the TV isn't paid for . . ."

Secretary: "Your wife wants to kiss you over the phone."

Busy Executive: "Take the message and give it to me later."

Daughter of first film star: "How do you like your new father?"

Daughter of second film star: "Oh, he's very nice."

Daughter of first film star: "Yes, isn't he? We had him two years ago."

A clergyman once preached a sermon to his flock which was designed to persuade them that it is the duty of the rich to help the poor.

He was telling a friend about it, and the latter asked: "Did you convince them?"

"The sermon was 50 per cent successful," replied the minister. "I convinced the poor."

"Pa!"

"Yeah, Son?"

"How come Noah didn't swat both mosquitoes when he had the chance?"

A sign on a door in one of Washington government buildings read:

4156

General Services Administration

Region 3

Public Building Service

Buildings Management Division

Utility Room

Custodial

When an attendant asked what all that meant, the reply was, "Broom closet."

A traveling salesman walked into a restaurant one morning and told the waitress, "Bring me two eggs fried hard they are edged in black, two slices of burnt toast and a cup of cold coffee. Then sit down and nag me—I'm home sick."

Old Lady: "Can't you cheer your little brother up and stop his crying?"

Small Boy: "Well, did you ever try to cheer anybody up that's just had three bananas, two hot dogs, and five ice cream cones?"

"Well, my dear," said a businessman who had married his secretary, "I must get someone to replace you at the office."

"I've been thinking of that," replied the bride. "My cousin is just leaving school."

"What's her name?"

"John Henry Briggs," said the bride.

Bill: "Would you like to see a model home?"

Jack: "Sure, what time does she quit work?"

Mommy (to her wailing son): "I'm sorry she ran over your bicycle, dear, but what on earth was it doing in the flower garden?"





INFLUENCE EMPLOYEE ATTITUDES



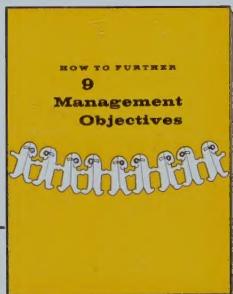
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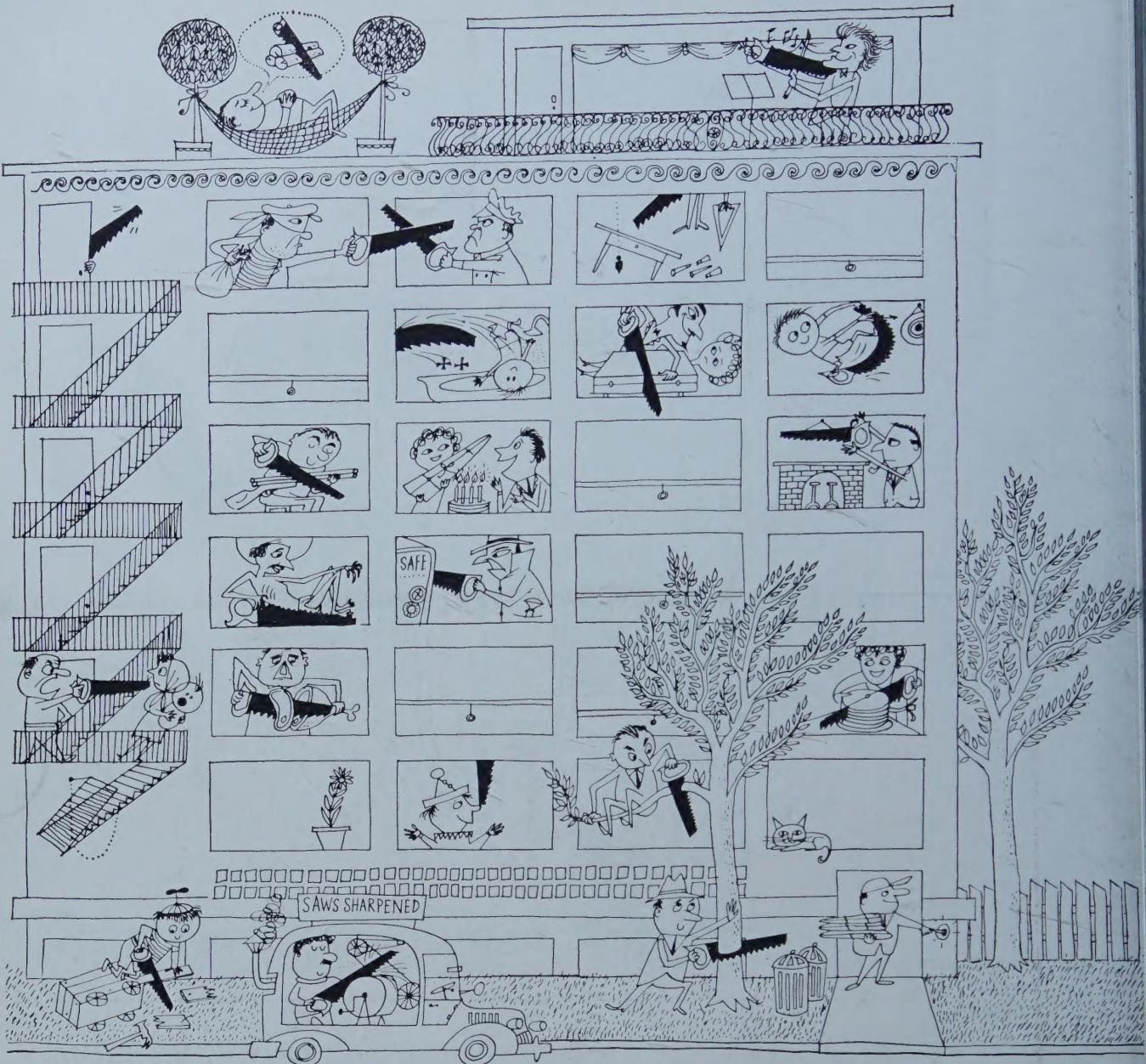
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Media's Law:

To a seller of saws, the pulling power of an advertising medium is equal to the number of saws sold.

To media men, pulling power is influenced by several inter-related factors.

The law or formula looks like this:

$$\begin{array}{c}
 \text{Pulling Power} \\
 = \\
 \text{Circulation Volume} \\
 \times \\
 \text{Editorial Vitality} \\
 \times \\
 \text{Reader Confidence}
 \end{array}$$

The larger measure of these ingredients in the Chicago Tribune accounts for the greater results produced for advertisers.

The Chicago Tribune, with a circulation $1\frac{1}{2}$ times that of any other Chicago newspaper, out-pulls the other papers by at least 3 to 1 and as much as 15 to 1.

More Chicago families read the Tribune than the top five weekly magazines combined; more than six times as many Chicagoans turn its pages as turn on the average evening TV show!

Chicago Tribune